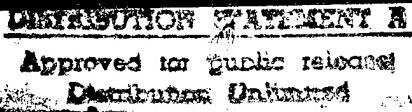


•PM TRAINING



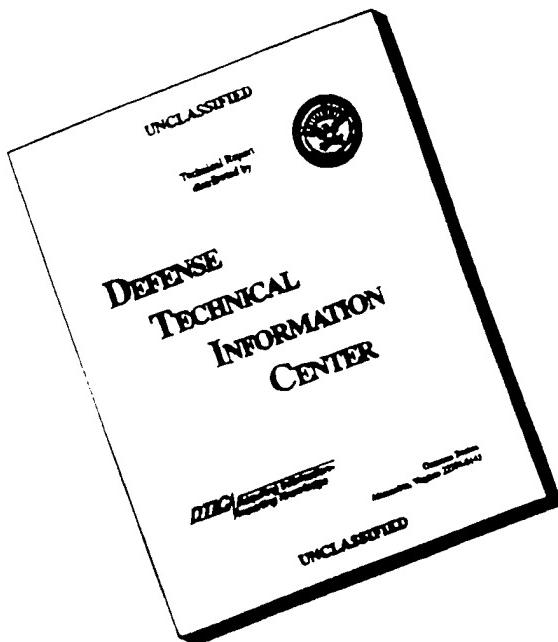
PROJECT MANAGEMENT CAREER DEVELOPMENT AND TRAINING

.....

COURSE DIRECTORY

19970103 046

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**PROJECT MANAGEMENT
Career Development and
Training**

**PM
Course
Directory**

1996

DTIC QUALITY INSPECTED 2

**U.S. Army
Corps of Engineers**

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INTRODUCTION

Directions for use of this Course Directory are included in the Career Handbook. Please consult the Handbook prior to using the Course Directory. This Introduction reviews the organization of the Directory and introduces the Index of Courses located at the end of the Directory.

ORGANIZATION

The Directory is divided into three major sections by tabs denoting the LEVEL of training for which the course entries are best suited: Introduction, Preparation, or Enhancement. Within these major sections, the entries are grouped in terms of their SCOPE, REALM, and, in the case of Generic courses, by their basic Focus. In the right margin of each entry are three "index tabs" which reflect these divisions and subdivisions. The contents of the Directory are outlined in Box 1 below.

INDEX OF COURSES

The Index of Courses has two parts: A categorical and an alphabetical list of courses.

The categorical list follows the outline in Box 1 below. Both lists show the LEVEL, SCOPE, and Focus of the course, and encode these data in a "file" name. These file names replace page numbers in the Directory. They allow users to locate a course entry by TITLE, or by category (LEVEL, SCOPE, and Focus). A key to the file names is provided in Box 2 below.

1. OUTLINE OF COURSE DIRECTORY

<u>Introduction</u> Training.....	TAB 1
o Generic Overviews	
o Mission Overviews	
<u>Preparation</u> Courses.....	TAB 2
o Generic Survey Courses	
o Mission Process Courses	
o Basic Focus Courses	
- Generic Subjects	
* Leadership Qualities	
* Management Functions	
* Communication Skills	
* Computer Application	
- Mission Subjects	
<u>Enhancement</u> Training.....	TAB 3
o Advanced Survey Courses	
o Generic Process Courses	
o Advanced Focus Courses	
- Generic Subjects	
* Leadership Qualities	
* Management Functions	
* Communication Skills	
* Computer Application	
- Mission Subjects	

2. KEY TO FILE NAMES USED TO IDENTIFY COURSE ENTRIES IN DIRECTORY

	<u>Survey</u>	<u>Process</u>	<u>Focus</u>
<u>Introduction</u>	ISG=Generic	IPC=Civil Works IPH=HTRW/Envir	IFL=Leadership
<u>Preparation</u>	PSG=Generic	PPC=Civil Works PPH=HTRW/Envir PPM=Military	PFC=Communication PFL=Leadership PFM=Management
<u>Enhancement</u>	ESG=Generic	EPG=Generic	EFL=Leadership

Note: Some categories are not represented in the Directory at this time (e.g., EFM=Management).

INTRODUCTION

TAB HELPERS

At the beginning of each major section of the Directory, the part of the Training Guide and the Career Development Plan for that LEVEL of training has been reproduced for quick reference. These charts have been modified to include the file name of the PPM function courses listed on them. (Note that the short course titles used on the charts may not correspond to the full titles used in the entries and index.)

Additional information on each course listed in the Career Development Plan can be found in the Master Training Plan. This plan is reproduced in Table A-3 of the PM Career Handbook. Among these data are the KSAs to be acquired if the course is taken. Most of the other information is included in the entries in the Course Directory.

TAB 1 HELP: TRAINING GUIDE -- PHASE 1 -- INTRODUCTION TO PROJECTS AND PROJECT MANAGEMENT

WORK ASSIGNMENT TRAINING
(On-Job & Developmental)

- Rotational Assignments in the following 9 functions¹ 3 months in each of below:
- Project management
 - Planning
 - Engineering
 - Construction
 - Operations
 - Programs
 - Real estate
 - Contracting
 - Facilities engr

Special Assignments

Instruction on the Job

Discussions w/ Supervisor

Discussions w/ Employees

FORMAL CLASSROOM TRAINING
(Govt & Non-Govt Courses)

- GENERIC OVERVIEW COURSES
- Overviews of Universal PM Concepts, Methods, Process
- Proj Mgmt-762:1 [ISG-01]
 - Proj Mgmt-762:x [ISG-02]
 - Proj Mgmt-355 [ISG-03]
- MISSION OVERVIEW COURSES
- Overviews of Corps Mission Related Business Processes
- Civil Works-086 [IPC-01]
 - Military Programs
 - Enviro/HTRW-350 [IPH-01]

SELECTED TECHNICAL COURSES

Courses Pertaining to the Intern's Specialty Area(s)

- University Discipline
- Design/Build Function²

SELF-DEVELOPMENT ACTIVITY
(Courses, Reading, Other)

- Academic Extension Courses
- Individual Reading and Study
- Oral and Written Communication
- Engineer-in-Training (EIT) Certificate (if appropriate)
- Membership in Professional Associations

Membership in the Project Management Institute (PMI)

- | |
|---|
| <input checked="" type="radio"/> Actual existing course |
| <input type="radio"/> Course to be developed |
| <input type="checkbox"/> A category of training |
| <i>See Directory for details.</i> |

TAB 1 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 05/07 & 09/11

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Development Assignment FOA	Development Assignment Higher HQ
Grades 05/07 Intern ¹	* Intern Leadership Development	+ Intro to Project Mgmt-762 [ISG-01] + Project Mgmt Introduction Courses (see the Directory)	* Rotational Assignments: Planning, Engineering, Operations, Construction, and Programs and Project Mgmt (3 mos each)		
Grades 09/11 Technical Staff ¹ Intern ¹		+ Basic Project Mgmt-355 [ISG-03] + CW Orientation-086 [IPC-01] + HTRW Overview-350 [IPH-01] + Project Mgmt Introduction Courses (see the Directory)	+ Computer Literate # Participation Professional Organizations	* Programs, Real Estate, Contracting, and Facilities (1 month each)	

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position (Development and Training Target)	* Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training RECOMMENDED (PR III)	+\$ Competitive Trng HIGHLY RECOMMENDED	#\$ Competitive Trng RECOMMENDED

1/ PPM participates in the training of interns with rotational assignments in the function, but it is not a target function in the intern program and it does not provide other than rotational work assignments for interns. Nonetheless, interns, and graduated interns who have reached their target positions in other functions, may elect to pursue careers in programs and project management and follow the career development and training guidance contained in the PPM career ladder and the PPM career development and master training plans.

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management Exportable (PROSPECT 762) (Introduction to Project Management I)</i>									
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus</u> (<i>if <u>underlined</u>, see Topic, Tasks, etc.</i>) <u>Military</u>	<u>HTRW/Environment</u>						
FIRST	No prerequisites									
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i> <i>Process/Informational Plan Organize Time Contract</i> <i>Control Human Resource Communication</i>									
METHOD MEDIUM	Lecture Cases	Seminar Simulation	Workshop (w/ computer)	<u>Video</u> <u>Project</u>						
LENGTH LOCALE PLACES OFFERS SERIES	<i>8 hours Local Regional Central At convenience of participant(s) As needed Corps Project Management Series</i>									
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>							
PRICE	Not Applicable									
ABOUT	<i>Provides an introduction to the principles and techniques of project management as applied in the Corps. There are five modules. The first module is for all Corps employees and is an all-day session. The other four modules, which are listed as preparation courses, are for program managers, project managers, technical managers, and project team members.</i>									
RATING	Excellent	Good	Average	Fair	Poor					

THIS FILE (ISG-01) WAS UPDATED
September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management Exportable (PROSPECT 762) (Introduction to Project Management II-IV)</i>									
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus</u> (<i>if <u>underlined</u>, see Topic, Tasks, etc.</i>) <u>Military</u>	<i>HTRW/Environment</i>						
FIRST	<i>No prerequisites</i>									
TOPIC TASKS PMBOK (PMT)	<i>People/Relational Lead Scope Quality</i>	<i>Process/Informational Plan Organize Time Contract</i>	<i>Monitor Control</i>	<i>Human Resource</i>	<i>Communication</i>					
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<i>Workshop</i>	<u>Video</u> <u>Project</u>						
LENGTH LOCALE PLACES OFFERS SERIES	<i>2 days <u>Local</u> Regional Central As demanded by the participants At the convenience of participant(s)</i>									
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Jeff Seward Phone: 205/722-5872</i>							
PRICE	<i>unknown</i>									
ABOUT	<i>Modules II-IV focus on training in the principles and techniques of project management as applied within the Corps. These modules are video courses which demonstrate hands-on exercises. Modules II-IV are currently under development. Module I is listed as an introductory course.</i>									
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

*THIS FILE (ISG-02) WAS UPDATED
September 1995*

INTRODUCTION

SUMMARY

GENERIC

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management (PROSPECT 355)</i>										
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Process</u> Civil Works	<u>Preparation</u> <u>Focus</u> (<i>if underlined</i> , see Topic, Tasks, etc.)	<u>Enhancement</u> Military	HTRW/Environment						
FIRST	<i>No prerequisites</i>										
TOPIC TASKS PMBOK (PMT)	People/Relational Lead Scope Quality	Cost Risk	Process/Informational Plan Organize Time Contract	Monitor Human Resource	Control Communication						
METHOD MEDIUM	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation</u> (w/ computer)	<u>Workshop</u>	<u>Video</u> <u>Project</u>							
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local Huntsville, Northeastern & Western Regions 3 times per year Corps Project Management Series	<u>Regional</u> Central									
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301	Contact: Jeff Seward Phone: 205/722-5872									
PRICE	\$500 per student										
ABOUT	<i>Provides the basic philosophy of project management, establishes and explains project management objectives, and provides tools for project management. The course seeks, through presentations, discussions, illustrations, and case studies, to provide guidance in using current project management techniques. Generic tools and techniques are reinforced by case studies.</i>										
RATING	Excellent	Good	Average	Fair	Poor						

THIS FILE (ISG-03) WAS UPDATED
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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Civil Works Orientation (PROSPECT 086)</i>						
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> Generic <u>Civil Works</u> Military HTRW/Environment						
FIRST	No prerequisites						
TOPIC TASKS PMBOK (PMT)	<u>People/Relational</u> <u>Process/Informational</u> Lead Plan Organize Monitor Control <u>Scope</u> Cost Time Human Resource <u>Quality</u> Risk Contract Communication						
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>						
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Huntsville, Washington DC, Northwestern Region 3 times per year						
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301			Contact: Ms. Halbrooks Phone: 205/722-5886			
PRICE	\$515 per student						
ABOUT	<i>Provides a basic understanding of the Corps Civil Works program, policies, and procedures. Designed for relatively new Corps employees. Types of studies, management of the Civil Works process, legislative and review processes, local cost-sharing agreements, CW program funding, public involvement, partnering, and trends and new developments.</i>						
RATING	Excellent	Good	Average	Fair	Poor		

THIS FILE (IPC-01) WAS UPDATED

September 1995

INTRODUCTION

PROCESS

CIV WORKS

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Hazardous/Toxic and Radioactive Waste Overview (PROSPECT 350)</i>					
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> Survey Process Focus (<i>if underlined, see Topic, Tasks, etc.</i>) Generic Civil Works Military <u>HTRW/Environment</u>					
FIRST	<i>No prerequisites</i>					
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication					
METHOD MEDIUM	<u>Lecture</u> Seminar Workshop Video <u>Cases</u> Simulation (w/ computer) Project					
LENGTH LOCALE PLACES OFFERS SERIES	<i>4 days</i> Local Regional Central <i>St. Louis, Portland</i> <i>2 times per year</i>					
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms. Halbrooks Phone: 205/722-5886</i>			
PRICE	<i>\$645 per student</i>					
ABOUT	<i>Provides an overview of the Corps' role in HTRW activities (Civil Works HTRW program management not included). Summarizes programs such as Superfund, Defense Environmental Restoration Program, and work for others. Addresses organizational structure, project execution, contracting, laws and regulations, community relations, and risk assessment.</i>					
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
	<i>Poor</i>					

THIS FILE (IPH-01) WAS UPDATED
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TAB 2 HELP: TRAINING GUIDE -- PHASE 2 -- PREPARATION FOR PERFORMING PROJECT MANAGEMENT

WORK ASSIGNMENT TRAINING (On-Job & Developmental)	FORMAL CLASSROOM TRAINING (Govt & Non-Govt Courses)	SELF-DEVELOPMENT ACTIVITY (Courses, Reading, Other)
Developmental Assignments in Project Management and Technical Management jobs (six to 12 months each)	<u>GENERIC SURVEY COURSES</u> Surveys of Universal PM Concepts, Methods, Tools <ul style="list-style-type: none"> ● Project Ldrship [PSG-03] ● The Complete PM [PSG-01] 	Academic Extension Courses Individual Reading and Study Oral and Written Communication
Continued Journeyman Work Assignments	<u>MISSION PROCESS COURSES</u> <u>Courses on Corps Mission Project and Mgmt Processes</u> <ul style="list-style-type: none"> ● CW Prog D/E-010 [PPC-01] ● Civil Works-353 [PPC-02] ● Mil Program-088 [PPM-01] ● Enviro/HTRW-260 [PPH-01] 	Participation in Professional Associations Participation in Project Management Institute (PMI) Preparation for PMI PMP ³ Certification Professional Registration or Certification
1 / Management Functions: <ul style="list-style-type: none"> - Planning - Organizing - Monitoring - Controlling and - Scope Management - Cost Management - Time Management - Human Resources Mgmt - Quality Management - Risk Management - Contract Management - Communications Mgmt 	<u>GENERIC FOCUS COURSES</u> <u>Courses Focused on Set of Universal PM Techs & Tools</u> <ul style="list-style-type: none"> □ Leadership Qualities □ Management Functions¹ ● Netwrk Analysis [PFM-02] ● Earned Val Mgmt [PFM-19] □ Communication Skills □ Computer Application 	<ul style="list-style-type: none"> ● Actual existing course ○ Course to be developed □ A category of training <p>See Directory for details.</p>
2 / Design/Build Function: <ul style="list-style-type: none"> - Planning - Engineering - Construction - Operations 	<u>MISSION FOCUS COURSES</u> 	
3 / Project Management Professional	<u>Courses Focused on Mission PM Concepts and Techniques</u> <ul style="list-style-type: none"> ● PCA/Fin Pln-315 [PFM-06] 	<u>SELECTED TECHNICAL COURSES</u> <u>Courses Pertaining to the Worker's Specialty Area(s)</u> <ul style="list-style-type: none"> □ University Discipline □ Design/Build Function²

TAB 2 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 11/12 & 12/13

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Developmental Assignment FOA	Developmental Assignment Higher HQ
Grades 11/12 Project Manager (Junior PM)	+ Leadership Communication Skills + Computer Applications (e.g., PROMIS) + Contracting Overview # Human Resources I & II	+ Civil Works Proj D/E-010 [PPC-01] + Civil Works Proj Mgmt-353 [PPC-02] + Military Project Mgmt-088 [PPM-01] + Environment/HTRW PM-260 [PPH-01] + Project Mgmt Preparation Courses (see the Directory)	* Project Mgmt Experience: Project or Technical Mgr (24 months) # Certification as PMP	* Planning, Engineering, or Construction (12 mos each) + operations, or Facilities (12 mos each)	
Grades 12/13 PPM Section Chief ✓ Project Manager (Journeyman PM)	* Leadership Education and Development (LEAD) ★ Basic Supervisory Course ★ Supervision and Group Performance Course # Seminar for New Managers # Human Resources III & IV	+ Network Analysis Sys-080 [PFM-02] + Earned Value Mgmt Systems [PFM-19] + PCA/Finance Plan Dev-315 [PFM-06] + Project Mgmt Preparation Courses (see the Directory) # \$ University LTP # \$ Planning and Project Mgmt Associates Program	* Project Mgmt Experience: Project or Technical Mgr (24 months) + Supervisory Experience (12 months) + Certification as PMP	* Planning, Engineering, or Construction (12 mos each) + operations, or Facilities (12 mos each)	#\$ MSC/Division Programs and Project Mgmt (6 months)

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position and Training Target)	* Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training RECOMMENDED (PR III)	+\$ Competitive Trng HIGHLY RECOMMENDED	#\$ Competitive Trng RECOMMENDED
1/ The ESRC Career Planning Board is considering PPM's request to designate PMP (Project Management Professional) certification of DDE (PPM)'s as Mandatory, Priority I within 3-5 years.					

PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N S U R V E Y G E N E R I C	<i>The Complete Project Manager</i>						
	LEVEL	<i>Introduction</i>	<u>Preparation</u>	<u>Enhancement</u>			
	SCOPE	<u>Survey</u>	<u>Process</u>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
	REALM	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>		
	FIRST	<i>No prerequisites</i>					
	TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>				
	TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>		
	PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>		
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>		
	METHOD MEDIUM	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation (w/ computer)</u>	<u>Workshop</u>	<u>Video Project</u>		
	LENGTH	<i>3 days</i>					
	LOCALE	<u>Local</u>	<u>Regional</u>	<u>Central</u>			
	PLACES	<i>Dublin, CA and other locations; or arranged by client</i>					
	OFFERS	<i>12 times per year; and by special arrangement</i>					
	SERIES						
	SOURCE	<i>Pacific Bell 6377 Clark Ave. Rm 100 Dublin, CA 94568</i>		<i>Contact: Tatiana Gay</i>	<i>Phone: 510/551-3451</i>		
	PRICE	<i>\$1,025 per student</i>					
	ABOUT	<i>Focuses on the people aspects of project management, emphasizing effective project leadership and team management. Uses computer-simulations to challenge students, through timed decision-making exercises, to be responsive to conflicting interests. It is based on the idea that project success is determined more by teamwork than by individuals' technical skills.</i>					
	RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
					<i>Poor</i>		

THIS FILE (PSG-01) WAS UPDATED
September 1995

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management Workshop</i>								
LEVEL	<i>Introduction Preparation Enhancement</i>								
SCOPE	<i>Survey Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>								
REALM	<i>Generic Civil Works Military HTRW/Environment</i>								
FIRST	<i>No prerequisites</i>								
TOPIC	<i>People/Relational Process/Informational</i>								
TASKS	<i>Lead Plan Organize Monitor Control</i>								
PMBOK (PMI)	<i>Scope Cost Time</i>	<i>Human Resource</i>							
Quality	<i>Risk Contract</i>	<i>Communication</i>							
METHOD	<i>Lecture Seminar</i>	<i>Workshop</i>	<i>Video</i>						
MEDIUM	<i>Cases Simulation (w/ computer)</i>	<i>Project</i>							
LENGTH	<i>3 days</i>								
LOCALE	<i>Local Regional</i>	<i>Central</i>							
PLACES	<i>Dublin, Ca; Lake Tahoe, CA; Orlando, FL; Baltimore, MD; New Orleans, LA; and as arranged by client</i>								
OFFERS	<i>10 times per year; and based on customer demand</i>								
SERIES									
SOURCE	<i>Pacific Bell 6377 Clark Ave. Rm 100 Dublin, CA 94568</i>			<i>Contact: Tatiana Gay Phone: 510/551-3451</i>					
PRICE	<i>\$1,025 per student</i>								
ABOUT	<i>How to complete projects on schedule, within budget, and with the desired results. Topics include establishing clear project objectives including time frame and budget; specifying resources; scheduling and assigning responsibility; anticipating and handling potential problems; monitoring and modifying the project; and evaluating the success of the project.</i>								
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>				

THIS FILE (PSG-02) WAS UPDATED
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PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N			
TITLE	<i>Project Leadership</i>							
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>							
FIRST	<i>No prerequisites</i>							
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>							
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>							
LENGTH LOCALE PLACES OFFERS SERIES	<i>4-5 days (customized)</i> <u>Local</u> <u>Regional</u> <u>Central</u> <i>Arranged with client</i> <i>Based on demand</i> <i>STC Project Management Curriculum</i>							
SOURCE	<i>STC Group, Inc.</i>		<i>Contact: Jeff Seward</i> <i>Phone: 908/277-2852</i>					
PRICE	<i>4 days: \$13,500 for up to 15 students (\$900 per student); \$3,00 5th day, \$150 each additional student</i>							
ABOUT	<i>Goes beyond project management tools and techniques by integrating management tasks (planning, implementing, using tools) and processes (building relationships and teams). Uses computer simulation, video, assessment instruments, discussions. Participants build a project plan, implement the plan using a computer simulation, and make decisions regarding the simulation.</i>							
RATING	<u>Excellent</u> <u>Good</u> <u>Average</u> <u>Fair</u> <u>Poor</u>							

THIS FILE (PSG-03) WAS UPDATED
September 1995

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management Tools and Techniques</i>						
LEVEL	<u>Introduction</u>	<u>Preparation</u>	<u>Enhancement</u>				
SCOPE	<u>Survey</u>	<u>Process</u>	<u>Focus (if underlined, see Topic, Tasks, etc.)</u>				
REALM	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>			
FIRST	No prerequisites						
TOPIC	<u>People/Relational</u>	<u>Process/Informational</u>					
TASKS	<u>Lead</u>	<u>Plan</u>	<u>Organize</u>	<u>Monitor</u>	<u>Control</u>		
PMBOK (PMI)	<u>Scope</u>	<u>Cost</u>	<u>Time</u>	<u>Human Resource</u>			
	<u>Quality</u>	<u>Risk</u>	<u>Contract</u>	<u>Communication</u>			
METHOD	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>			
MEDIUM	<u>Cases</u>	<u>Simulation</u>	<u>(w/ computer)</u>	<u>Project</u>			
LENGTH	3 days						
LOCALE	<u>Local</u>	<u>Regional</u>	<u>Central</u>				
PLACES	Varies; arranged by client and vendor						
OFFERS	Based on demand; offered to groups only						
SERIES	STC Project Management Curriculum						
SOURCE	STC Group, Inc. 357 Springfield Avenue Summit, NJ 07901-4603		Contact: Jeff Seward	Phone: 908/277-2852			
PRICE	\$7,800 for up to 25 students (\$312 per student)						
ABOUT	Covers the basic tools and techniques of project management. Includes lectures, case studies, discussions, and individual and group exercises. Topics include project definition; task generation; roles and responsibilities; cost and schedule estimates; critical path analysis; resource scheduling; risk analysis and contingency plans; tracking and managing projects.						
RATING	Excellent	Good	Average	Fair	Poor		

THIS FILE (PSG-04) WAS UPDATED
September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management Workshop</i>					
LEVEL SCOPE REALM	<u>Introduction Survey</u> <u>Process</u> <u>Focus</u> (<i>if underlined, see Topic, Tasks, etc.</i>) <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>					
FIRST	<i>No prerequisites</i>					
TOPIC TASKS PMBOK (PMI)	<u>People/Relational Lead</u> <u>Process/Informational Plan</u> <u>Organize Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk Contract</u> <u>Communication</u>					
METHOD MEDIUM	<u>Lecture Cases</u> <u>Seminar Simulation</u> <u>Workshop (w/ computer)</u> <u>Video Project</u>					
LENGTH LOCALE PLACES OFFERS SERIES	<i>3 days</i> <u>Local</u> <u>Regional</u> <u>Central</u> <i>Arranged by client and vendor;</i> <i>Based on-demand; offered to groups</i>					
SOURCE	<i>Davis and Dean</i> <i>13110 NE 177th Place,</i> <i>Suite 171</i> <i>Wodddinville, WA 98072</i>		<i>Contact: Jen Maurice</i> <i>Phone: 800/488-8172</i>			
PRICE	<i>\$1,595 to attend as individual; \$5,600 for a team of 3 to 4; \$27,900 for up to 24 individuals</i>					
ABOUT	<i>Participants manage a successful hardware/software development project by computer simulation. Topics include managing by project; organizing and leading the team; using the fundamentals and tools; planning, scheduling and controlling; getting work done on time and budget; computer use; project life cycle; customer viewpoint; business considerations.</i>					
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
	<i>P R E P A R A T I O N S U R V E Y G E N E R I C</i>					
	THIS FILE (PSG-05) WAS UPDATED September 1995					

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Basic Project Management: Planning, Scheduling, and Control</i>								
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Military</u>	<u>HTRW/Environment</u>					
FIRST	No prerequisites								
TOPIC TASKS PMBOK (PMI)	People/Relational Lead Scope Quality	Process/Informational Plan Organize Time Contract	Informational Monitor Human Resource Communication						
METHOD MEDIUM	Lecture Cases	Seminar Simulation (w/ computer)	<u>Workshop</u>	Video Project					
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local 30 locations around the U.S. 90 times per year AMA Curriculum for Project Management	Regional Central							
SOURCE	American Management Association 135 W. 50th Street New York, NY 10020-1201	Contact: no particular Phone: 800-262-9699							
PRICE	\$1,550 per student (\$1,350 members); \$1,320/1,150 for groups								
ABOUT	<i>Through seminars, case studies, and workshops, covers everything from scheduling to work in progress. Topics include project organization; team building; schedule, budget, and resources; implementing and managing project plan; earned value; reporting and briefing; and administrative support.</i>								
RATING	Excellent	Good	Average	Fair	Poor				

THIS FILE (PSG-06) WAS UPDATED
September 1995

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PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N	TITLE	<i>Technical Project Management</i>					
	LEVEL	<i>Introduction</i>	<u><i>Preparation</i></u>	<i>Enhancement</i>			
	SCOPE	<u><i>Survey</i></u>	<i>Process</i>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
	REALM	<u><i>Generic</i></u>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
	FIRST	<i>No prerequisites</i>					
	TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>				
	TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>		
	PMBOK (PMI)	<i>Scope</i>	<i>Time</i>	<i>Human Resource</i>			
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>		
S U R V E Y	METHOD	<u><i>Lecture</i></u>	<i>Seminar</i>	<u><i>Workshop</i></u>	<i>Video</i>		
	MEDIUM	<u><i>Cases</i></u>	<i>Simulation (w/ computer)</i>	<i>Project</i>			
	LENGTH	<i>2 days</i>					
	LOCALE	<i>Local</i>	<u><i>Regional</i></u>	<i>Central</i>			
	PLACES	<i>10 locations around the country</i>					
	OFFERS	<i>15 times per year</i>					
	SERIES	<i>AMA Project Management Curriculum</i>					
	SOURCE	<i>American Management Association</i>		<i>Contact:</i>	<i>no particular</i>		
		<i>135 W. 50th Street</i>		<i>Phone:</i>	<i>800-262-9699</i>		
G E N E R I C	PRICE	<i>\$1,375 per student (\$1,195 members); reduced for groups</i>					
	ABOUT	<i>Designed by engineers for engineers, scientists and other technical people. Topics include building a project team; obtaining commitment to objectives; work breakdown structure; planning and scheduling tools; project control (financial control, earned value, status reports, project review); status reports for management.</i>					
	RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
					<i>Poor</i>		

THIS FILE (PSG-07) WAS UPDATED
September 1995

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management</i>					P R E P A R A T I O N
LEVEL	<i>Introduction <u>Preparation</u> Enhancement</i>					
SCOPE	<i>Survey Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>					
REALM	<i>Generic Civil Works Military HTRW/Environment</i>					
FIRST	<i>No prerequisites</i>					
TOPIC	<i>People/Relational Process/Informational</i>					
TASKS	<i>Lead Plan Organize Monitor Control</i>					
PMBOK (PMI)	<i>Scope Cost Time Human Resource Quality Risk Contract Communication</i>					
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>		
MEDIUM	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>		
LENGTH	<i>4 days</i>					S U R V E Y
LOCALE	<i>Local Regional Central</i>					
PLACES	<i>Las Vegas, NV; Atlanta, GA; Washington, DC; TBA</i>					
OFFERS	<i>6 times per year</i>					
SERIES	<i>AGU Program and Project Management Program (Master's)</i>					
SOURCE	<i>American Graduate Univ. 733 North Dodsworth Ave. Covina, CA 91724</i>			<i>Contact: Paul McDonald</i>	<i>Phone: 818/966-4576</i>	
PRICE	<i>\$795 per student; \$695 for groups of three or more</i>					
ABOUT	<i>Provides comprehensive knowledge of project management. Includes in-depth coverage of project management organizations, procedures, and human skills needed for project management success. Covers 27 topics, including the management process, project management principles, project planning, risk management, technical management, quality management, leadership, and conflict management.</i>					G E N E R I C
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>	

**THIS FILE (PSG-08) WAS UPDATED
September 1995**

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Program Management</i>					P R E P A R A T I O N
LEVEL	<i>Introduction Preparation Enhancement</i>					
SCOPE	<i>Survey Process Focus (if underlined, see Topic, Tasks, etc.)</i>					
REALM	<i>Generic Civil Works Military HTRW/Environment</i>					
FIRST	<i>No prerequisites</i>					
TOPIC	<i>People/Relational Process/Informational</i>					
TASKS	<i>Lead Plan Organize Monitor Control</i>					
PMBOK (PMI)	<i>Scope Cost Time Human Resource Quality Risk Contract Communication</i>					
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>		
MEDIUM	<i>Cases</i>	<i>Simulation (w/ computer)</i>	<i>Project</i>			
LENGTH	<i>5 days</i>					S U R V E Y
LOCALE	<i>Local Regional Central</i>					
PLACES	<i>San Francisco, Orlando, Washington DC, TBA</i>					
OFFERS	<i>6 times per year</i>					
SERIES	<i>AGU Program and Project Management Program (Master's)</i>					
SOURCE	<i>American Graduate Univ. 733 North Dodsworth Avenue Covina, CA 91724</i>			<i>Contact: Paul McDonald Phone: 818/966-4576</i>		
PRICE	<i>\$895 per student; \$795 for three or more together</i>					
ABOUT	<i>Provides complete knowledge of the program/project management process, based on processes used by the U.S. Government and primary subcontractors. Focuses upon the whole of program management. Illustrates how organizational structure and management systems are integrated into a total system of management.</i>					G E N E R I C
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>	

**THIS FILE (PSG-09) WAS UPDATED
September 1995**

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Technical Program Management</i>							
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>							
FIRST	<i>No prerequisites</i>							
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>							
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation</u> <u>(w/ computer)</u> <u>Project</u>							
LENGTH LOCALE PLACES OFFERS SERIES	<i>4 days</i> Local <u>Regional</u> Central Orlando, Washington DC, TBA <i>6 times per year</i> <i>AGU Program and Project Management Program (Master's)</i>							
SOURCE	<i>American Graduate Univ.</i>		<i>Contact: Paul McDonald</i>					
	<i>733 North Dodsworth Avenue</i>		<i>Phone: 818/966-4576</i>					
PRICE	<i>\$895 per student; \$795 for three or more together</i>							
ABOUT	<i>Provides comprehensive knowledge of technical program management. Covers all of the technical management processes in a program or project, including system engineering; concurrent engineering; integrated product development; technical specialty integration; manufacturing management; and technical program control. Covers 29 technical management topics.</i>							
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

THIS FILE (PSG-10) WAS UPDATED
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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Effective Project Management</i>				
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>				
FIRST	No prerequisites				
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication				
METHOD MEDIUM	Lecture Seminar <u>Workshop</u> Video <u>Cases</u> <u>Simulation (w/ computer)</u> Project				
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local <u>Regional</u> Central Ft. Lauderdale, FL; San Francisco, CA 2 times per year				
SOURCE	Center for Professional Contact: no particular Advancement Phone: 908/613-4535 P.O. Box 964 East Brunswick, NJ 08816-0964				
PRICE	\$1,340 per student; \$1, 280 for groups of 2 or more				
ABOUT	Covers essential knowledge and skills required to manage projects. Serves as an introduction to the management of projects. Emphasis is placed on practical approaches and techniques. Participants will learn the project management process; procedures and criteria for applying tools; motivation; communication; and planning and control techniques.				
RATING	Excellent	Good	Average	Fair	Poor

*THIS FILE (PSG-11) WAS UPDATED
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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Managers Bootcamp</i>					
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>					
FIRST	<i>No prerequisites</i>					
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>					
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>					
LENGTH LOCALE PLACES OFFERS SERIES	<i>2 days</i> <i>Local <u>Regional</u> Central</i> <i>Nashville, TN; Phoenix, AZ</i> <i>4 times per year</i>					
SOURCE	<i>Professional Services Management</i> <i>10 Midland Ave</i> <i>Newton, MA 02158</i>		<i>Contact: Kim Scott</i> <i>Phone: 617/965-0055</i>			
PRICE	<i>\$795 per student</i>					
ABOUT	<i>Objectives of the course are to improve personal project management skills and to enhance project achievement. Attendees take home a 200+ page workbook. Topics include: project planning; productivity; contracts and negotiations; team management; quality; scheduling; budgeting; monitoring; finances; troubleshooting; and follow-up.</i>					
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
THIS FILE (PSG-12) WAS UPDATED September 1995						

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PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N S U R V E Y G E N E R I C	<i>Project Management Skills for Success</i>						
	LEVEL	<i>Introduction</i>	<u><i>Preparation</i></u>	<i>Enhancement</i>			
	SCOPE	<i>Survey</i>	<i>Process</i>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
	REALM	<u><i>Generic</i></u>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
	FIRST	<i>No prerequisites</i>					
	TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>				
	TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>		
	PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>		
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>		
	METHOD MEDIUM	<u><i>Lecture</i></u>	<i>Seminar</i>	<u><i>Workshop</i></u>	<i>Video</i>		
		<u><i>Cases</i></u>	<i>Simulation (w/ computer)</i>		<i>Project</i>		
	LENGTH	<i>4 days</i>					
	LOCALE	<i>Local</i>	<u><i>Regional</i></u>	<i>Central</i>			
	PLACES	<i>Reston, VA; Los Angeles, CA; San Francisco, CA;</i>					
	OFFERS	<i>20 times per year</i>					
	SERIES						
	SOURCE	<i>The Learning Tree 1805 Library Street Reston, VA 22090</i>		<i>Contact: no particular</i>			
				<i>Phone: 703-709-9119</i>			
	PRICE	<i>\$1,995 per student (\$1,945 pre-paid)</i>					
	ABOUT	<i>Provides participants with concepts and procedures for organizing, planning, monitoring, and controlling projects. In-class workshops use manual and PC-based tools and techniques. Topics include overview; 6-step planning methods; organizing; running the project; leadership. Participants are supplied with ready-to-use guidelines, forms, and checklists.</i>					
	RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
		<i>THIS FILE (PSG-13) WAS UPDATED September 1995</i>					

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Effective Skills for Technical Managers</i>							
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Preparation Process Civil Works</i>	<i>Enhancement Focus (if <u>underlined</u>, see Topic, Tasks, etc.) Military HTRW/Environment</i>					
FIRST	<i>No prerequisites</i>							
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i>	<i>Process/Informational Plan Organize Time Contract</i>	<i>Monitor Human Resource</i>	<i>Control Communication</i>				
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<i>Workshop</i>	<i>Video Project</i>				
LENGTH LOCALE PLACES OFFERS SERIES	<i>4 days Local <u>Regional</u> Central Washington, DC; Chicago, IL; San Diego, CA; L.A., CA 20 times per year</i>							
SOURCE	<i>The Learning Tree 1805 Library Street Reston, VA 22090</i>		<i>Contact: no particular Phone: 703-709-9119</i>					
PRICE	<i>\$1,995 per student (\$1,945 pre-paid)</i>							
ABOUT	<i>This course is designed to refine and expand management skills. Course content includes motivating your team (motivators, ownership, teamwork, planning); developing your management style (team building, empowerment); quality techniques that work; effective communication skills and continued growth after the course.</i>							
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management for Engineers and Managers</i>				
LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>		
SCOPE	<i>Survey</i>	<i>Process</i>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>		
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>	
FIRST	<i>No prerequisites</i>				
TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>			
TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>	
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>	
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>	
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>	
MEDIUM	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>	
LENGTH	<i>5 days</i>				
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>		
PLACES	<i>Cambridge, MA; or arranged by client</i>				
OFFERS	<i>1 time per year (summer), or on client demand</i>				
SERIES					
SOURCE	<i>Massachusetts Institute of Technology 77 Massachusetts Ave, E-19-356 Cambridge, MA 02139-4307</i>			<i>Contact: F.J. McGarry Phone: 617/253-2101</i>	
PRICE	<i>\$2,950 per student</i>				
ABOUT	<i>Discusses different project management approaches, from project identification through implementation. Designed for engineers, planners, and economists who desire a firm foundation in modern project management techniques. Topic areas include the project management environment; performance in project management; project management and economics; and project financing.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

*THIS FILE (PSG-15) WAS UPDATED
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PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N					
TITLE	<i>Successful Project Management</i>									
LEVEL	<i>Introduction Preparation Enhancement</i>									
SCOPE	<i>Survey Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>									
REALM	<i>Generic Civil Works Military HTRW/Environment</i>									
FIRST	<i>No prerequisites</i>									
TOPIC	<i>People/Relational Process/Informational</i>									
TASKS	<i>Lead Plan Organize Monitor Control</i>									
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>						
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>						
METHOD	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>						
MEDIUM	<u>Cases</u>	<u>Simulation</u>	(w/ computer)	<u>Project</u>						
LENGTH	<i>3 days</i>									
LOCALE	<i>Local</i>	<i>Regional</i>	<u>Central</u>							
PLACES	<i>Pasadena, CA</i>									
OFFERS	<i>3 times per year; customized programs available</i>									
SERIES										
SOURCE	<i>California Institute for Technology</i>			<i>Contact: no particular</i>						
				<i>Phone: 818-395-4041</i>						
	<i>Industrial Relations Center, 1-90</i>									
	<i>Pasadena, CA 91125</i>									
PRICE	<i>\$925 per student</i>									
ABOUT	<i>Project definition; roles and responsibilities of project managers and others; how to accomplish tasks. Topics include work breakdown; cost and scheduling; risk management; project team leading; monitoring and reporting progress; changes and replanning; contingency allowance; gaining support and resources; assuring customer satisfaction. Each participant will receive a textbook on project management.</i>									
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					
THIS FILE (PSG-16) WAS UPDATED September 1995										
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PROJECT MANAGEMENT TRAINING COURSE

Design Project Management in Professional Practice					P R E P A R A T I O N				
LEVEL	Introduction	Preparation	Enhancement						
SCOPE	<u>Survey</u>	<u>Process</u>	<u>Focus</u> (if underlined, see Topic, Tasks, etc.)						
REALM	Generic	Civil Works	Military	HTRW/Environment					
FIRST	No prerequisites								
TOPIC	<u>People/Relational</u>	<u>Process/Informational</u>							
TASKS	Lead	<u>Plan</u>	<u>Organize</u>	<u>Monitor</u>	<u>Control</u>				
PMBOK (PMI)	Scope	<u>Cost</u>	<u>Time</u>	<u>Human Resource</u>					
	Quality	Risk	Contract	Communication					
METHOD MEDIUM	<u>Lecture</u> Cases	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	<u>Video</u> <u>Project</u>					
LENGTH	1 semester					S U R V E Y			
LOCALE	Local	Regional	<u>Central</u>						
PLACES	Overland Park, KS								
OFFERS	1 time per year								
SERIES	Engineering Management Graduate Program								
SOURCE	Engineering Mngmt Program University of Kansas		Contact: David Kraft	Phone: 913/897-8560		G E N E R I C			
PRICE	\$411 per course								
ABOUT	This course includes planning, organizing, scheduling, staffing, directing, and controlling design projects. Treats those topics from viewpoints of profit, cost control, client satisfaction and project team human relations. Covers scheduling techniques of Gantt charts and PERT; delegation; motivation, team building; performance reviews; conflict resolution and group dynamics.								
RATING	Excellent	Good	Average	Fair	Poor				

THIS FILE (PSG-17) WAS UPDATED
September 1995

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management for the 90's</i>				
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>				
FIRST	No prerequisites				
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>				
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>				
LENGTH LOCALE PLACES OFFERS SERIES	3 or 5 days (customized length available) <u>Local</u> <u>Regional</u> <u>Central</u> Arranged with client Based on demand CES Project Mgmt. Professional Certification Series				
SOURCE	Corporate Educational Services Contact: Ms. Piazza One Tower Lane, Suite 1000 Phone: 708/574-1994 Oakbrook Terrace, IL 60181				
PRICE	\$11,600 or \$19,500 (12 to 25 students recommended)				
ABOUT	Interactive instruction project management concepts and techniques. Course includes up to 10 modules: introduction; life cycle; mapping; planning; scheduling; resource allocation; budgeting; tracking and control; project management systems; and continuous process improvement. Team training suggested to allow implementation of project plan developed during seminar.				
RATING	Excellent	Good	Average	Fair	Poor

THIS FILE (PSG-18) WAS UPDATED
September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Using a Project Management Methodology</i>				
LEVEL SCOPE REALM	<i>Introduction <u>Preparation</u> Enhancement <u>Survey</u> Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment</i>				
FIRST	<i>No prerequisites</i>				
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication</i>				
METHOD MEDIUM	<i><u>Lecture</u> Seminar <u>Workshop</u> Video Cases Simulation (w/ computer) Project</i>				
LENGTH LOCALE PLACES OFFERS SERIES	<i>1-4 days (customized in modules) <u>Local</u> Regional Central Arranged with client Based on demand On-Site Plus Results-Driven Training Systems</i>				
SOURCE	<i>On-Site Plus Contact: Doyle Young 2001 Salvio Street, St. 1500 Phone: 510-746-7165 Concord, CA 94520</i>				
PRICE	<i>\$2,500 per day for a group of 35</i>				
ABOUT	<i>Summarizes the creation of a project management methodology (PMM), and familiarizes students with what is required from each part of the organization of project success. Topics include program/project/product development process overview; roles and responsibilities; planning; resource estimating; monitoring; control techniques; project completion.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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September 1995

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PROJECT MANAGEMENT TRAINING COURSE

						P R E P A R A T I O N
	<i>Basic Project Management</i>					
	LEVEL <u>Survey</u> SCOPE <u>Generic</u> REALM <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>					
	FIRST <i>No prerequisites</i>					
	TOPIC TASKS PMBOK (PMI) <i>People/Relational Lead Scope Quality Process/Informational Plan Organize Time Contract Monitor Human Resource Control Communication</i>					
	METHOD MEDIUM <i>Lecture Cases Seminar Simulation (w/ computer) Workshop Video Project</i>					
	LENGTH LOCALE PLACES OFFERS SERIES <i>Typically 3 days; can be tailored to 2 or 4. <u>Local</u> <u>Regional</u> <u>Central</u> Arranged with client Based on demand</i>					
	SOURCE <i>Stanley E. Portney & Assoc. 44 Dorison Drive Short Hills, NJ 07078</i>					
	PRICE <i>\$8,640 for up to 20 students for 3 days (\$432 per student); cost varies with length</i>					
	ABOUT <i>Provides a structured approach for project scheduling and resource planning; schedule and resource control; and keeping a supportive project environment and motivated team. Topics include project life cycle; management process; team management; power and influence; work breakdown; network diagram; scheduling; personnel resources; tracking and control.</i>					
	RATING <i>Excellent Good Average Fair Poor</i>					

THIS FILE (PSG-20) WAS UPDATED

September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Modern Methods for Managing Multiple Small Projects</i>						
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Military</u>	<u>HTRW/Environment</u>			
FIRST	No prerequisites						
TOPIC TASKS PMBOK (PMI)	People/Relational Lead Scope Quality	Process/Informational Plan Organize Time Contract	Monitor Human Resource Communication				
METHOD MEDIUM	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	<u>Video</u> <u>Project</u>			
LENGTH LOCALE PLACES OFFERS SERIES	4 days <u>Local</u> Houston, TX; East Brunswick, NJ; also on location 2 times per year; or as desired on location	<u>Regional</u>	Central				
SOURCE	Center for Professional Advancement P.O. Box 964 East Brunswick, NJ 08816-0964	Contact: no particular Phone: 908-613-4535					
PRICE	\$1,205						
ABOUT	Presents practical methods to address problems involved in managing multiple small projects: planning, scheduling, performance measurement and control; multi-project resource- and assignment-scheduling; roles and responsibilities; cost and schedule estimates; critical path analysis; resource scheduling; risk analysis and contingency plans.						
RATING	Excellent	Good	Average	Fair	Poor		

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September 1995

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PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N S U R V E Y G E N E R I C	TITLE	<i>Project Management for Engineers</i>					
	LEVEL	<i>Introduction</i>		<i>Preparation</i>	<i>Enhancement</i>		
	SCOPE	<i>Survey</i>	<i>Process</i>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>			
	REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
	FIRST	<i>No prerequisites</i>					
	TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>				
	TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>		
	PMBOK (PMI)	<i>Scope Cost Quality</i>	<i>Time Contract</i>	<i>Human Resource Communication</i>			
	METHOD	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<i>Workshop</i>	<i>Video Project</i>		
	LENGTH	<i>3 days</i>					
	LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>			
	PLACES	<i>Troy, MI; or at client site</i>					
	OFFERS	<i>7 times per year; or based on-demand (for on-site)</i>					
	SERIES	<i>Project Management Series</i>					
	SOURCE	<i>GPS Technologies, Inc. 580 Kirts Blvd., Suite 310 Troy, MI 48084</i>		<i>Contact: Mo McCarthy Phone: 800/346-9533</i>			
	PRICE	<i>\$660 per student (Troy); \$9,500 plus instructor expenses, for up to 24 people (\$400 per student)</i>					
	ABOUT	<i>Participants learn how to plan, implement, and close out projects. Approximately, 30% of time spent on participant projects. Focuses on how to develop an effective project plan. Objectives include balancing technical, schedule, and budget aspects; learning scheduling methods; applying cost controls; develop resource utilization plans; applying communication skills; and assessing project risk.</i>					
	RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
	<i>THIS FILE (PSG-22) WAS UPDATED September 1995</i>						

PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N P R O C E S S C I V W O R K S	TITLE	<i>Civil Works Program Development and Execution (PROSPECT 010)</i>					
	LEVEL	<i>Introduction</i>	<u><i>Preparation</i></u>	<u><i>Enhancement</i></u>			
	SCOPE	<i>Survey</i>	<u><i>Process</i></u>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
	REALM	<i>Generic</i>	<u><i>Civil Works</i></u>	<i>Military</i>	<i>HTRW/Environment</i>		
	FIRST	<i>No prerequisites</i>					
	TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>				
	TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>		
	PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>		
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>		
	METHOD MEDIUM	<u><i>Lecture Cases</i></u>	<u><i>Seminar Simulation</i></u>	<u><i>Workshop (w/ computer)</i></u>	<u><i>Video Project</i></u>		
	LENGTH	<i>4 days</i>					
	LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>			
	PLACES	<i>To be designated</i>					
	OFFERS	<i>2 times per year</i>					
	SERIES						
	SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms. Halbrooks Phone: 205/722-5886</i>			
	PRICE	<i>Centrally funded</i>					
	ABOUT	<i>Provides a comprehensive understanding of Civil Works mission accomplishment, programming concepts and activities, and their interrelationships with mission accomplishment. Includes: 1) relevant Corps, administration, and congressional committee organizations; 2) program development ; 3) program defense; and 4) program execution.</i>					
	RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
					<i>Poor</i>		

*THIS FILE (PPC-01) WAS UPDATED
September 1995*

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management-Civil Works (PROSPECT 353)</i>							
LEVEL SCOPE REALM	<i>Introduction Survey Generic Preparation Process Civil Works Focus (if <u>underlined</u>, see Topic, Tasks, etc.) Military Enhancement HTRW/Environment</i>							
FIRST	<i>Project Management (PROSPECT 355)</i>							
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality Process/Informational Plan Organize Time Contract Monitor Human Resource Control Communication</i>							
METHOD MEDIUM	<i>Lecture Cases Seminar Simulation (w/ computer) Workshop Video Project</i>							
LENGTH LOCALE PLACES OFFERS SERIES	<i>5 days Local Regional Central Central and Northeastern Regions 2 times per year Corps Project Management Series</i>							
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms. Halbrooks Phone: 205/722-5886</i>					
PRICE	<i>\$845 per student</i>							
ABOUT	<i>Provides the district project manager with management procedures and techniques necessary to deliver a successful civil works project. Through lectures, case studies, and exercises, course covers the entire spectrum, of management of civil works projects. Includes introduction to civil works; problem identification; reconnaissance; feasibility studies; budgeting; and construction management.</i>							
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

THIS FILE (PPC-02) WAS UPDATED
September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Civil Works Planning Program Management (PROSPECT 066)</i>							
LEVEL SCOPE REALM	<i>Introduction <u>Preparation</u> Enhancement</i> <i>Survey <u>Process</u> Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i> <i>Generic <u>Civil Works</u> Military HTRW/Environment</i>							
FIRST	<i>Civil Works Orientation (PROSPECT 086); GS-09 and above.</i>							
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Process/Informational</i> <i>Lead Plan Organize Monitor Control</i> <i>Scope Cost Time Human Resource</i> <i>Quality Risk Contract Communication</i>							
METHOD MEDIUM	<i>Lecture Seminar Workshop Video</i> <i>Cases Simulation (w/ computer) Project</i>							
LENGTH LOCALE PLACES OFFERS SERIES	<i>3 days</i> <i>Local Regional Central</i> <i>Central and Northeastern Regions</i> <i>2 times per year</i>							
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms. Halbrooks Phone: 205/722-5886</i>					
PRICE	<i>\$325 per student</i>							
ABOUT	<i>Presents an overview of Washington DC level Civil Works planning program management. Geared for field personnel with 1-5 years experience. Topics include agency organization and roles; recent changes; report management in HQUSACE; the budget cycle; budget program development, defense and execution; and the Continuing Authorities Program (CAP).</i>							
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

**THIS FILE (PPC-03) WAS UPDATED
September 1995**

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management-Environmental Restoration (PROSPECT 260)</i>						
LEVEL SCOPE REALM	Introduction <u>Preparation</u> Enhancement Survey <u>Process</u> Focus (if <u>underlined</u> , see Topic, Tasks, etc.) Generic Civil Works Military <u>HTRW/Environment</u>						
FIRST	<i>GS-09 or above</i>						
TOPIC TASKS PMBOK (PMI)	People/Relational Process/Informational Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication						
METHOD MEDIUM	<u>Lecture</u> Seminar Workshop Video <u>Cases</u> Simulation (w/ computer) Project						
LENGTH LOCALE PLACES OFFERS SERIES	4 days Local Regional <u>Central</u> Huntsville 1 time per year Corps Project Management Series						
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms. Halbrooks Phone: 205/722-5872</i>			
PRICE	<i>\$1,180</i>						
ABOUT	<i>Provides Environmental Restoration Project and technical Managers with USACE organization, mission procedures and techniques for managing projects. Topics include background (restoration, compliance, prevention, conservation); initiation; planning; funding; customer interface; reports; reviews; and both PM and TM execution responsibilities.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

**THIS FILE (PPH-01) WAS UPDATED
September 1995**

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	Implementation of Hazardous and Toxic Waste Laws and Regulations (PROSPECT 356)									
LEVEL SCOPE REALM	Introduction Survey Generic <u>Process</u> Civil Works Focus (if <u>underlined</u> , see Topic, Tasks, etc.) Military <u>HTRW/Environment</u>									
FIRST	GS-09 or above									
TOPIC TASKS PMBOK (PMI)	People/Relational Lead Scope Quality Process/Informational Plan Organize Time Contract Monitor Control Human Resource Communication									
METHOD MEDIUM	<u>Lecture</u> Cases	Seminar Simulation (w/ computer)	Workshop	<u>Video</u> Project						
LENGTH LOCALE PLACES OFFERS SERIES	4 days (also available on 8-hour video) Local <u>Regional</u> Central Huntsville, AL; Seattle, WA; Denver, CO 3 times per year									
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms. Halbrooks Phone: 205/722-5872							
PRICE	\$800 per student (\$200 for video)									
ABOUT	Trains USACE personnel involved with hazardous and toxic waste projects on Military and Civil Works projects in proper application of the Comprehensive, Environmental Response, Compensation and Liability Act of 1980 (CERCLA), Superfund (SARA); the Resource Conservation and Recovery Act of 1976 (RCRA); and other relevant environmental laws, regulations, and policies.									
RATING	Excellent	Good	Average	Fair	Poor					

THIS FILE (PPH-02) WAS UPDATED
September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management-Military Programs (PROSPECT 088)</i>					
LEVEL SCOPE REALM	Introduction Survey Generic	<u>Preparation</u> <u>Process</u> Civil Works	Enhancement <i>(if underlined, see Topic, Tasks, etc.)</i> <u>Focus</u> <u>Military</u>	Enhancement HTRW/Environment		
FIRST	<i>Project Management (PROSPECT 355)</i>					
TOPIC TASKS PMBOK (PMI)	People/Relational Lead Scope Quality	Process/Informational Plan Organize Time Contract	Monitor Human Resource Communication	Control		
METHOD MEDIUM	<u>Lecture</u> <u>Cases</u>	Seminar Simulation (w/ computer)	Workshop	Video Project		
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Western Region, Huntsville 2 times per year Corps Project Management Series					
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301	Contact: Ms. Halbrooks Phone: 205/722-5886				
PRICE	\$555 per student					
ABOUT	<i>Provides management procedures, tools, and techniques for managing military construction (MILCON) projects from design authorization through construction completion. Includes the MILCON budget cycle, regulations, planning and programming, the design process, A-E and in-house design management.</i>					
RATING	Excellent	Good	Average	Fair		
	Poor					

**THIS FILE (PPM-01) WAS UPDATED
September 1995**

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PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N							
TITLE	<i>Installation Support (PROSPECT 390)</i>						
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i> <i>Preparation Process Civil Works</i> <i>Enhancement Focus (if underlined, see Topic, Tasks, etc.) Military HTRW/Environment</i>						
FIRST	<i>GS-07 and above</i>						
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i> <i>Process/Informational Plan Organize Time Contract</i> <i>Monitor Control Human Resource Communication</i>						
METHOD MEDIUM	<i>Lecture Cases</i> <i>Seminar Simulation</i> <i>Workshop (w/ computer)</i> <i>Video Project</i>						
LENGTH LOCALE PLACES OFFERS SERIES	<i>5 days Local Savannah, GA</i> <i>Regional Central</i> <i>1 time per year; available August 1996</i>						
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms. Halbrooks Phone: 205/722-5886</i>			
PRICE	<i>\$820 per student</i>						
ABOUT	<i>Provides a working knowledge of the missions, policies, procedures, and organizational structures of both the installation Directorate of Public Works and USACE district. Its purpose is to train DPW and district personnel involved in installation support services. Focuses on fostering a partnering relationship between the installation and district staff.</i>						
RATING	<i>Excellent Good Average Fair Poor</i>						
THIS FILE (PPM-02) WAS UPDATED September 1995							

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Interacting and Communicating with the Public (PROSPECT 190)</i>							
LEVEL SCOPE REALM	Introduction Survey <u>Generic</u>	Process Civil Works	<u>Preparation</u> <u>FOCUS</u> (<i>if underlined, see Topic, Tasks, etc.</i>)	Military	Enhancement HTRW/Environment			
FIRST	No prerequisites							
TOPIC TASKS PMBOK (PMT)	<u>People/Relational</u> <u>Lead</u> Scope Cost Quality Risk							
METHOD MEDIUM	Lecture Cases	Seminar <u>Simulation</u> (w/ computer)	<u>Workshop</u>	Video Project				
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local <u>Regional</u> Central Northeastern Region and Huntsville 3 times per year							
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms. Halbrooks Phone: 205/722-5886					
PRICE	\$530 per student							
ABOUT	<i>Provides hands-on communication skills training for individuals to improve interactions with each other and the public. Increases awareness of different management styles, improves public communications techniques, demonstrates how to identify public attitudes and negotiation/conflict resolution skills. Role play, lectures, exercises, and a personality instrument are used.</i>							
RATING	Excellent	Good	Average	Fair	Poor			

*THIS FILE (PFC-01) WAS UPDATED
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PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N F O C U S C O M M U N I C A T	TITLE	<i>Effective Writing Skills</i>					
	LEVEL	<i>Introduction</i>	<u><i>Preparation</i></u>	<u><i>Enhancement</i></u>			
	SCOPE	<i>Survey</i>	<i>Process</i>	<u><i>FOCUS (if underlined, see Topic, Tasks, etc.)</i></u>			
	REALM	<u><i>Generic</i></u>	<u><i>Civil Works</i></u>	<u><i>Military</i></u>	<u><i>HTRW/Environment</i></u>		
	FIRST	<i>No prerequisites</i>					
	TOPIC	<i>People/Relational</i>	<u><i>Process/Informational</i></u>				
	TASKS	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>		
	PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Control</i>		
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<u><i>Human Resource Communication</i></u>		
	METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<u><i>Workshop</i></u>	<i>Video Project</i>		
	LENGTH	<i>3 days</i>					
	LOCALE	<i>Local</i>	<u><i>Regional</i></u>	<i>Central</i>			
	PLACES	<i>Area Service Centers</i>					
	OFFERS	<i>Varies by Center</i>					
	SERIES						
	SOURCE	<i>Office of Personnel Mgmt Washington DC Training Cntr 1400 Wilson Blvd, Suite 1000 Arlington , VA 22209-2312</i>		<i>Contact: no particular Phone: 703/312-7300</i>			
	PRICE	<i>\$420 per student</i>					
	ABOUT	<i>An intensive review of all the skills you need to write well. Reviews basic grammar, punctuation, and sentence structure for clear writing. Objectives include: mastering selected grammar, punctuation, and style skills; writing a clear, informative, compact draft; and revising/rewriting to ensure clarity and conciseness. An intermediate level course in writing with in-class writing assignments.</i>					
	RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
		<i>Poor</i>					
THIS FILE (PFC-02) WAS UPDATED September 1995							

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Effective Briefing Techniques</i>				
LEVEL SCOPE REALM	<i>Introduction Survey</i>	<i>Process</i>	<i>Preparation Focus (if underlined, see Topic, Tasks, etc.)</i>	<i>Enhancement</i>	
FIRST	<i>No prerequisites</i>				
TOPIC TASKS PMBOK (PMT)	<i>People/Relational Lead</i>	<i>Scope Cost Quality</i>	<i>Process/Informational Plan Organize Time Contract</i>	<i>Monitor Control Human Resource Communication</i>	
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation</i>	<i>Workshop (w/ computer)</i>	<i>Video Project</i>	
LENGTH LOCALE PLACES OFFERS SERIES	<i>4-5 days Local Regional Area Service Centers Varies by Center</i>				
SOURCE	<i>Office of Personnel Mgmt Washington DC Training Cntr 1400 Wilson Blvd, Suite 1000 Arlington , VA 22209-2312</i>	<i>Contact: no particular Phone: 703/312-7300</i>			
PRICE	<i>\$630 per student</i>				
ABOUT	<i>Teaches techniques of effective oral presentations. Makes use of videotape, brief lectures, role playing, films, and group discussions. Participants learn how to identify the purpose and objectives of the briefing; analyze the audience; select materials; deliver briefings; critique briefings; improve listening skills; and handle hostile audiences.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Interpersonal Communication</i>							
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u>	<u>Preparation</u> <u>Process</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>					
FIRST	<i>No prerequisites</i>							
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Lead</u> Scope Cost Time <u>Human Resource</u> Quality Risk Contract <u>Communication</u>							
METHOD MEDIUM	Lecture Cases	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	Video Project				
LENGTH LOCALE PLACES OFFERS SERIES	3 days Local <u>Regional</u> Central Area Service Centers Varies by Center							
SOURCE	Office of Personnel Mgmt Washington DC Training Cntr 1400 Wilson Blvd, Suite 1000 Arlington , VA 22209-2312							
PRICE	\$420 per student							
ABOUT	Helps develop skills to improve working relationships and increase self-acceptance and self-esteem. Topics include: the communication process; human relations problems; problem-solving techniques; human needs and motivation; and job stress. Practical exercises, brief lectures, role playing, films, and group discussions are used.							
RATING	Excellent	Good	Average	Fair	Poor			

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	Basic Communication Skills						
LEVEL SCOPE REALM	<i>Introduction Survey Process Focus (if underlined, see Topic, Tasks, etc.)</i> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>						
FIRST	<i>No prerequisites</i>						
TOPIC TASKS PMBOK (PMT)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> Plan Organize Monitor Control Scope Cost Time <u>Human Resource</u> Quality Risk Contract <u>Communication</u>						
METHOD MEDIUM	Lecture Cases	Seminar <u>Simulation</u> (w/ computer)	<u>Workshop</u>	Video Project			
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Area Service Centers Varies by Center						
SOURCE	Office of Personnel Mgmt Contact: no particular Washington DC Training Cntr Phone: 703/312-7300 1400 Wilson Blvd, Suite 1000 Arlington , VA 22209-2312						
PRICE	\$630 per student (may vary by Center)						
ABOUT	Highly interactive workshop to improve speaking, listening, and writing. Practice verbal, nonverbal, and coping skills. Videotape presentations for self-assessment. Key skills include listening and responding to others; giving well-planned oral presentations; developing new approaches; writing effectively. Course includes videotaped replay and evaluation, brief lectures, small and large group activities, and role-playing.						
RATING	Excellent	Good	Average	Fair	Poor		

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PROJECT MANAGEMENT TRAINING COURSE

						P R E P A R A T I O N
TITLE	<i>Communications I: How to Manage Conflict</i>					
LEVEL SCOPE REALM	Introduction <u>Preparation</u> Enhancement Survey Process <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> Civil Works Military HTRW/Environment					
FIRST	<i>No prerequisites</i>					
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> Plan Organize Monitor Control Scope Cost Time <u>Human Resource</u> Quality Risk Contract <u>Communication</u>					
METHOD MEDIUM	Lecture Seminar <u>Workshop</u> Video <u>Cases</u> Simulation (w/ computer) Project					
LENGTH LOCALE PLACES OFFERS SERIES	1 day Regional Central <u>Local</u> Arranged with client Based on demand CES Communications Skills Workshops (3)					
SOURCE	Corporate Educatnl Services Contact: Ms Piazza One Tower Lane, Suite 1000 Phone: 708/574-1994 Oakbrook Terrace, IL 60181					
PRICE	<i>\$5,700-7,500 per course (12-24 students recommended)</i>					
ABOUT	<i>Provides practice in skills critical to enhancing teamwork. Objectives are: identifying conflict management strategies; improving listening skills. Topics include: communications dynamics; barriers to listening; causes and effects of conflict; and coping skills.</i>					
RATING	Excellent Good Average Fair Poor					
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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Communications II: How to Connect with Others</i>				
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i> <i>Preparation Process Civil Works</i> <i>Enhancement Focus (if underlined, see Topic, Tasks, etc.) Military HTRW/Environment</i>				
FIRST	<i>No prerequisites</i>				
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead</i> <i>Process/Informational Plan Organize Monitor Control</i> <i>Scope Cost Time</i> <i>Human Resource</i> <i>Quality Risk Contract</i> <i>Communication</i>				
METHOD MEDIUM	<i>Lecture Cases</i> <i>Seminar Simulation (w/ computer)</i> <i>Workshop Video Project</i>				
LENGTH LOCALE PLACES OFFERS SERIES	<i>1 day Local Regional Central</i> <i>Arranged with client</i> <i>Based on demand</i> <i>CES Communications Skills Workshops (3)</i>				
SOURCE	<i>Corporate Educatnl Services One Tower Lane, Suite 1000 Oakbrook Terrace, IL 60181</i> <i>Contact: Ms Piazza Phone: 708/574-1994</i>				
PRICE	<i>\$5,700-7,500 per course (12-24 students recommended)</i>				
ABOUT	<i>Focuses on developing communication skills which build teamwork. Objectives include: identifying communication problems; listening actively; understanding nonverbal signals; problem-solving. Topics include: communications glitches; inner communication; interpersonal interaction. Team training is suggested.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Communications III: Leading Project Teams</i>					P R E P A R A T I O N F O C U S C O M M U N I C A T		
LEVEL	<u>Introduction</u>		<u>Preparation</u>		<u>Enhancement</u>			
SCOPE	<u>Survey</u>		<u>Process</u>		<u>Focus (if underlined, see Topic, Tasks, etc.)</u>			
REALM	<u>Generic</u>		<u>Civil Works</u>		<u>Military</u>			
FIRST	No prerequisites							
TOPIC	<u>People/Relational</u>		<u>Process/Informational</u>		<u>Plan Organize Monitor Control</u>			
TASKS	<u>Lead</u>		<u>Time</u>		<u>Human Resource</u>			
PMBOK (PMI)	Scope	Cost	Contract		<u>Communication</u>			
Quality	Risk							
METHOD	Lecture	<u>Seminar</u>	<u>Workshop</u>		Video			
MEDIUM	Cases	Simulation (w/ computer)			Project			
LENGTH	1 day							
LOCALE	Local	Regional	Central					
PLACES	Arranged with client							
OFFERS	Based on demand							
SERIES	CES Communications Skills Workshops							
SOURCE	Corporate Educational Services		Contact: Ms. Piazza		Phone: 708/574-1994			
	One Tower Lane, Suite 100 Oakbrook Terrace, IL 60181							
PRICE	\$5,700-7,500 per course (12 to 14 students recommended)							
ABOUT	Provides practice in skills critical to enhanced teamwork, using group discussion, activities, instructional games; and role play. Objectives: understanding groups; observing leaders and power, knowing group stages; sharing leadership and management; vision; group process and communications; power; information sharing; adapting to groups.							
RATING	Excellent	Good	Average	Fair	Poor			

THIS FILE (PFC-08) WAS UPDATED
September 1995

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Human Resource Management I (PROSPECT 301)</i>							
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>							
FIRST	<i>No prerequisites</i>							
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan Organize</u> <u>Monitor</u> <u>Control</u> Scope Cost Time Human Resource Quality Risk Contract Communication							
METHOD MEDIUM	<u>Lecture</u> Seminar <u>Workshop</u> Video <u>Cases</u> Simulation (w/ computer) Project							
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Huntsville, Northeastern, Central, & Western Regions 8 times per year							
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms. Halbrooks Phone: 205/722-5886					
PRICE	\$370 per student							
ABOUT	<i>This course is focused on the development of leadership and communication skills. There is an emphasis on a practical approach to problems supervisors and managers may encounter. Topics include: Corps vision and values; empowering members to excel; diversity; matching people with jobs; and managing stress.</i>							
RATING	Excellent	Good	Average	Fair	Poor			

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Human Resource Management II (PROSPECT 302)</i>							
LEVEL SCOPE REALM	<i>Introduction Preparation Enhancement Survey Process Focus (if underlined, see Topic, Tasks, etc.) Generic Civil Works Military HTRW/Environment</i>							
FIRST	<i>No prerequisites</i>							
TOPIC TASKS PMBOK (PMI)	<i><u>People/Relational</u> Process/Informational <u>Lead</u> Plan Organize Monitor Control Scope Cost Time <u>Human Resource</u> <u>Quality</u> Risk Contract <u>Communication</u></i>							
METHOD MEDIUM	<i><u>Lecture</u> Seminar <u>Workshop</u> Video <u>Cases</u> Simulation (w/ computer) Project</i>							
LENGTH LOCALE PLACES OFFERS SERIES	<i>5 days Local <u>Regional</u> Central Huntsville, Central and Western 5 times per year Human Resource Management Series</i>							
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>					
PRICE	<i>\$400 per student</i>							
ABOUT	<i>The major focus is on managing performance, including leadership, developing and appraising performance, team building, and transitions. Special attention is given to the quality movement in the Corps. Students learn how to formulate quality indicators, develop performance measures, prepare effective written communication, perform performance appraisals, and identify basic strategies for team building.</i>							
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Human Resource Management III (PROSPECT 303)</i>					
LEVEL	<i>Introduction Preparation Enhancement</i>					
SCOPE	<i>Survey Process Focus (if underlined, see Topic, Tasks, etc.)</i>					
REALM	<i>Generic Civil Works Military HTRW/Environment</i>					
FIRST	<i>No prerequisites</i>					
TOPIC	<i>People/Relational Process/Informational</i>					
TASKS	<i>Lead Plan Organize Monitor Control</i>					
PMBOK (PMT)	<i>Scope Cost Time</i>	<i>Quality Risk Contract</i>	<i>Human Resource Communication</i>			
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>		
MEDIUM	<i>Cases</i>	<i>Simulation (w/ computer)</i>	<i>Project</i>			
LENGTH	<i>5 days</i>					
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>			
PLACES	<i>Huntsville, Central and Northeastern</i>					
OFFERS	<i>4 times per year</i>					
SERIES	<i>Human Resource Management Series</i>					
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms Halbrooks</i>	<i>Phone: 205/722-5886</i>		
PRICE	<i>\$420 per student</i>					
ABOUT	<i>The major focus is on developing people. Emphasis is placed on the application of successful interviewing techniques, analysis of position requirements and preparation for screening applications, analysis of employees' development needs. Objectives: analyze employee performance, analyze position requirements, design criteria for work group success, build commitment to organizational values, and synthesize strategy for customer service.</i>					
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
	<i>Poor</i>					

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PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N			
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TITLE	Human Resource Management IV (PROSPECT 304)							
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>							
FIRST	No prerequisites							
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan Organize</u> <u>Monitor</u> <u>Control</u> Scope Cost Time <u>Human Resource</u> Quality Risk Contract Communication							
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> Video <u>Cases</u> <u>Simulation (w/ computer)</u> Project							
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Huntsville, Central and Northeastern 4 times per year Human Resource Management Series							
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301		Contact: Ms Halbrooks Phone: 205/722-5886					
PRICE	\$420 per student							
ABOUT	<i>Discusses current concepts in human resources management among practicing professionals. Interactive exercises and discussions are used. Focus is on leadership, geared to helping the proven manager increase his/her effectiveness. Proceeds from theory to practical application (participatory activities). Topics include: employee performance, organizational output and operations, customer needs, leadership, and risk taking.</i>							
RATING	Excellent Good Average Fair Poor							
THIS FILE (PEL-04) WAS UPDATED September 1995								

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Negotiating, Bargaining, and Dispute Resolution (PROSPECT 306)</i>				
LEVEL SCOPE REALM	Introduction <u>Survey</u>	Process <u>Generic</u>	<u>Preparation Focus</u> (if underlined, see Topic, Tasks, etc.) <u>Civil Works</u>	Military	Enhancement <u>HTRW/Environment</u>
FIRST	No prerequisites				
TOPIC TASKS PMBOK (PMI)	<u>People/Relational Lead</u> Scope	Cost Quality	Process/Informational Plan Organize Time Contract	Monitor Human Resource	Control <u>Communication</u>
METHOD MEDIUM	<u>Lecture Cases</u>	Seminar Simulation (w/ computer)	Workshop	Video Project	
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Central and Northeastern 2 times per year				
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301			Contact: Ms Halbrooks Phone: 205/722-5886	
PRICE	\$930 per student				
ABOUT	Designed to make dispute resolution part of each Corps manager's tool kit. Enables managers to address conflict encountered in project management, regulatory, local cooperative agreements, operations and finances, base closure, and Superfund/DERP. Includes a variety of Alternative Dispute Resolution techniques and how to avoid/handle disputes.				
RATING	Excellent	Good	Average	Fair	Poor

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Leadership Communication Skills (PROSPECT 362)</i>						
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Process</i>	<i>Preparation Focus (if underlined, see Topic, Tasks, etc.)</i>	<i>Enhancement</i>	<i>Military HTRW/Environment</i>		
FIRST	<i>No prerequisites</i>						
TOPIC TASKS PMBOK (PMI)	<u>People/Relational Lead</u> <u>Scope Quality</u> <u>Cost Risk</u> <u>Process/Informational Plan Organize Monitor Control Time Contract</u> <u>Human Resource Communication</u>						
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation</i>	<i>Workshop (w/ computer)</i>	<i>Video Project</i>			
LENGTH LOCALE PLACES OFFERS SERIES	<i>3 days</i> <i>Local Huntsville, Central and Western</i> <i>Regional</i> <i>Central</i> <i>4 times per year</i>						
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>			
PRICE	<i>\$450 per student</i>						
ABOUT	<i>Provides hands-on communication skills training for problem-solving: negotiating, resolving issues, preparing action plans, and conducting team meetings. Lectures, group exercises, and a personality measure that portrays decision-making and communication styles are used. Lectures include effective group membership, leadership, and problem-solving. Work groups focus on cooperation and communications, leadership style, and negotiating techniques.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Leadership Education and Development (LEAD)</i>						
LEVEL	<i>Introduction Preparation Enhancement</i>						
SCOPE	<i>Survey Process Focus (if underlined, see Topic, Tasks, etc.)</i>						
REALM	<i>Generic Civil Works Military HTRW/Environment</i>						
FIRST	<i>No prerequisites</i>						
TOPIC	<i><u>People/Relational</u> Process/Informational</i>						
TASKS	<i><u>Lead</u> Plan Organize Monitor Control</i>						
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i><u>Human Resource</u></i>			
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i><u>Communication</u></i>			
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>			
MEDIUM	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>			
LENGTH	<i>5 days</i>						
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>				
PLACES	<i>Arranged by installation instructor</i>						
OFFERS	<i>Based on need</i>						
SOURCE	<i>Center for Army Leadership Ft Leavenworth Ft Leavenworth, KS</i>			<i>Contact: John Powell Phone: 913/758-3564</i>			
PRICE	<i>Funded by the Army, no cost to student organization</i>						
ABOUT	<i>Designed to develop and hone leadership and management skills. Covers supervision, team performance, and application of leadership competencies. Topics include: defining leadership, motivation, communication, counseling skills, conflict management, group development theory, team building, ethics, systems theory, problem-solving, and decision-making.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

*THIS FILE (PFL-07) WAS UPDATED
September 1995*

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PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N F O C U S L E A D E R S H I P					
TITLE	<i>Effective Leadership Seminar</i>									
LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>							
SCOPE	<i>Survey</i>	<i>Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>							
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
FIRST	<i>No prerequisites</i>									
TOPIC	<i><u>People/Relational</u></i>	<i><u>Process/Informational</u></i>								
TASKS	<i><u>Lead</u></i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>					
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i><u>Human Resource</u></i>						
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i><u>Communication</u></i>						
METHOD	<i>Lecture</i>	<i><u>Seminar</u></i>	<i>Workshop</i>	<i><u>Video Project</u></i>						
	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>							
LENGTH	<i>3 days</i>									
LOCALE	<i>Local</i>	<i><u>Regional</u></i>	<i>Central</i>							
PLACES	<i>Area Service Centers</i>									
OFFERS	<i>Varies by Center</i>									
SERIES										
SOURCE	<i>Office of Personnel Mgmt</i>	<i>Contact:</i>	<i>no particular</i>							
	<i>Washington DC Training Cntr</i>	<i>Phone:</i>	<i>703/312-7300</i>							
	<i>1400 Wilson Blvd, Suite 1000</i>									
	<i>Arlington, VA 22209-2312</i>									
PRICE	<i>\$625 per student</i>									
ABOUT	<i>Examines concepts, techniques, and skills of leadership with an emphasis on the practical applications of leadership on the job. Focuses on selecting leadership styles and techniques, developing delegation and conflict management techniques, creating a positive work environment, developing enhanced work groups using team-building concepts.</i>									
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

**THIS FILE (PFL-08) WAS UPDATED
September 1995**

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Techniques of Negotiating</i>								
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Preparation Process Civil Works</i>	<i>Enhancement Focus (if underlined, see Topic, Tasks, etc.) Military HTRW/Environment</i>						
FIRST	<i>No prerequisites</i>								
TOPIC TASKS PMBOK (PMT)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;"><i>People/Relational Lead Scope Quality</i></td> <td style="width: 25%;"><i>Process/Informational Plan Organize Time Contract</i></td> <td style="width: 25%;"><i>Monitor Human Resource</i></td> <td style="width: 25%;"><i>Control Communication</i></td> </tr> </table>					<i>People/Relational Lead Scope Quality</i>	<i>Process/Informational Plan Organize Time Contract</i>	<i>Monitor Human Resource</i>	<i>Control Communication</i>
<i>People/Relational Lead Scope Quality</i>	<i>Process/Informational Plan Organize Time Contract</i>	<i>Monitor Human Resource</i>	<i>Control Communication</i>						
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation</i>	<i>Workshop (w/ computer)</i>	<i>Video Project</i>					
LENGTH LOCALE PLACES OFFERS SERIES	<p><i>3 days</i></p> <p><i>Local Regional Central</i></p> <p><i>Area Service Centers</i></p> <p><i>Varies by Center</i></p>								
SOURCE	<i>Office of Personnel Mgmt Washington DC Training Cntr 1400 Wilson Blvd, Suite 1000 Arlington, VA 22209-2312</i>		<i>Contact: no particular Phone: 703/312-7300</i>						
PRICE	<i>\$420 per student</i>								
ABOUT	<p><i>Teaches how to develop skills and strategies for conducting win-win negotiations. Not a course in negotiating procurement or labor-relations contracts. Emphasis on areas like compliance with Federal laws, interagency agreements, and employee performance. Topics include improvement of negotiating skills, negotiation action plans, negotiation philosophy, and non-verbal communication.</i></p>								
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>				

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Leadership Assessment Program</i>						
LEVEL SCOPE REALM	<i>Introduction Survey</i>	<i>Process</i>	<u><i>Preparation Focus</i></u> (<i>if underlined, see Topic, Tasks, etc.</i>)	<i>Military</i>	<i>Enhancement HTRW/Environment</i>		
FIRST	<i>No prerequisites</i>						
TOPIC TASKS PMBOK (PMI)	<u><i>People/Relational Lead</i></u>	<u><i>Process/Informational Plan Organize</i></u>	<i>Monitor Control</i>	<u><i>Human Resource Communication</i></u>			
METHOD MEDIUM	<i>Lecture Cases</i>	<u><i>Seminar Simulation</i></u>	<i>Workshop (w/ computer)</i>	<i>Video Project</i>			
LENGTH LOCALE PLACES OFFERS SERIES	<i>7 days</i> <i>Local</i>	<u><i>Regional</i></u>	<i>Central</i>				
	<i>Lancaster, PA; Denver, CO</i>						
	<i>based on demand</i>						
	<i>OPM's management Development Centers program</i>						
SOURCE	<i>Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579</i>		<i>Contact: no particular</i>	<i>Phone: 717/399-0112</i>			
PRICE	<i>\$4,000 per student (includes tuition, meals and lodging); \$3,500 if funds are obligated by 12/31/95</i>						
ABOUT	<i>This is an intensive seminar designed to meet the needs of individuals who wish to move into managerial positions, or for individuals who are in the earliest stages of their management career. Topics will include: individual assessment of leadership potential; personalized feedback from specialists; enhance understanding of personal behaviors as they relate to effectively managing the workplace.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

*THIS FILE (PFL-10) WAS UPDATED
September 1995*

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PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N F O C U S L E A D E R S H I P	TITLE									
	<i>Managerial and Team-Building Skills for Project Managers</i>									
	LEVEL <i>Introduction</i> Preparation Enhancement SCOPE <i>Survey Process</i> <u>Focus</u> (<i>if underlined, see Topic, Tasks, etc.</i>) REALM <i>Generic Civil Works Military HTRW/Environment</i>									
	FIRST <i>No prerequisites</i>									
	TOPIC <u>People/Relational</u> Process/Informational TASKS <u>Lead</u> Plan Organize Monitor Control PMBOK <u>Scope Cost</u> Time <u>Human Resource</u> (PMI) <u>Quality Risk</u> Contract <u>Communication</u>									
	METHOD <u>Lecture</u> Seminar <u>Workshop</u> Video MEDIUM <u>Cases</u> Simulation (w/ computer) Project									
	LENGTH <i>3 days</i> LOCALE Local <u>Regional</u> Central PLACES <i>11 places around the country</i> OFFERS <i>15-20 times per year</i> SERIES <i>AMA Project Management Curriculum</i>									
	SOURCE American Mgmt Association Contact: no particular 135 West 50th Street Phone: 800/262-9699 New York, NY 10020-1201									
	PRICE <i>\$1,490 per student, \$1,295 if member, groups less</i>									
ABOUT <i>Focuses on working effectively in a team environment. Specifically, stresses the people aspects of project management, emphasizing project and team leadership. Based on the idea that project success is determined more by teamwork than by individual technical skill. Covers team building, responsibility w/o authority, power, conflicting priorities, and organizational issues.</i>										
RATING Excellent Good Average Fair Poor										

THIS FILE (PFL-11) WAS UPDATED
September 1995

PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N		
TITLE	<i>Project Team Leadership</i>						
LEVEL	<i>Introduction Preparation Enhancement</i>						
SCOPE	<i>Survey</i>	<i>Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>				
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>			
FIRST	<i>No prerequisites</i>						
TOPIC	<i><u>People/Relational</u> <u>Process/Informational</u></i>						
TASKS	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>		
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i><u>Human Resource</u></i>			
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i><u>Communication</u></i>			
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>			
MEDIUM	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>			
LENGTH	<i>2-4 days, usually 3, customized for client</i>						
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>				
PLACES	<i>Arranged with client</i>						
OFFERS	<i>Based on demand</i>						
SOURCE	<i>Stanley E. Portny & Assoc 44 Dorison Drive Short Hills, NJ 07078</i>			<i>Contact: Donna Portny Phone: 201/376-8887</i>	F O C U S		
PRICE	<i>\$9,640 for up to 20 students for 3 days (\$432 per student), varies with course length</i>						
ABOUT	<i>Objectives: to define "leadership"; study successful leaders; explore how leadership can lead to project team success; and determine students' leadership style and how to improve it. Topics include: how to lead effectively; leader motives and traits; knowledge requirements; interpersonal relations; communication; motivating others; personal leadership development plans.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		
THIS FILE (PFL-12) WAS UPDATED <i>September 1995</i>							
L E A D E R S H I P							

PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N F O C U S L E A D E R S H I P	<i>Building an Effective Project Team</i>					
	LEVEL SCOPE REALM	Introduction Survey <u>Generic</u>	<u>Preparation</u> Process <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Military</u> <u>HTRW/Environment</u>		
	FIRST	No prerequisites				
	TOPIC TASKS PMBOK (PMT)	<u>People/Relational Lead</u> Scope Quality	<u>Process/Informational Plan</u> Organize Time Contract	<u>Monitor</u> <u>Human Resource</u> <u>Communication</u>	Control	
	METHOD MEDIUM	<u>Lecture Cases</u>	<u>Seminar Simulation (w/ computer)</u>	<u>Workshop</u>	<u>Video Project</u>	
	LENGTH LOCALE PLACES OFFERS SERIES	2-4 days, usually 3, customized for client <u>Local</u> Arranged with client Based on demand	<u>Regional</u>	<u>Central</u>		
	SOURCE	Stanley E. Portny & Assoc 44 Dorison Drive Short Hills, NJ 07078	Contact: Donna Portny Phone: 201/376-8887			
	PRICE	\$9,640 for up to 20 students for 3 days (\$432 per student), varies with course length				
	ABOUT	Objectives: to explore the elements of a successful project team; define team roles; and learn important team building skills. Topics include: team development; project management overview; member roles and responsibilities; personal operating style; interpersonal relations; communication; conflict management and resolution; and ongoing leadership.				
RATING		Excellent	Good	Average	Fair	Poor

**THIS FILE (PFL-13) WAS UPDATED
September 1995**

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Managers as Facilitators: Enabling Empowerment</i>				
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Preparation Process Civil Works</i>	<i>Enhancement Focus (if underlined, see Topic, Tasks, etc.) Military HTRW/Environment</i>		
FIRST	<i>No prerequisites</i>				
TOPIC TASKS PMBOK (PMI)	<i><u>People/Relational Lead Scope Quality</u></i>	<i><u>Process/Informational Plan Organize Time Contract</u></i>	<i><u>Monitor Control Human Resource Communication</u></i>		
METHOD MEDIUM	<i><u>Lecture Cases</u></i>	<i><u>Seminar Simulation (w/ computer)</u></i>	<i><u>Workshop</u></i>	<i><u>Video Project</u></i>	
LENGTH LOCALE PLACES OFFERS SERIES	<i>4 hours <u>Local</u> Regional On-site Based on demand</i>	<i>Central</i>			
SOURCE	<i>William M. Hayden, Jr. 3063 Hartley Rd, Suite 4 Jacksonville, FL 32257</i>		<i>Contact: Mr. Hayden Phone: 904/260-7700</i>		
PRICE	<i>\$1,500 per class of up to 30 students</i>				
ABOUT	<i>Learn how to link leadership and empowerment with facilitative skills. Focuses on the important role of the "facilitative leader" who must balance content and process while building consensus. Objectives: increasing sensitivity to individual differences; developing skills in resolving conflicts and providing feedback; and learning the skills for managing the meeting process.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

**THIS FILE (PFL-14) WAS UPDATED
September 1995**

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Architect-Engineer (A-E) Contracting (PROSPECT 004)</i>						
LEVEL SCOPE REALM	Introduction <u>Survey</u>	Preparation <u>Process</u>	Enhancement <u>Focus (if underlined, see Topic, Tasks, etc.)</u>				
FIRST	<i>No prerequisites</i>						
TOPIC TASKS PMBOK (PMI)	People/Relational Lead Scope	Process/Informational Plan Cost Time	Organize Monitor Human Resource	Control Contract Communication			
METHOD MEDIUM	<u>Lecture</u> Cases	Seminar Simulation	<u>Workshop</u> (w/ computer)	Video Project			
LENGTH LOCALE PLACES OFFERS SERIES	5 days Local <u>Regional</u> Central Huntsville, Northeastern, Central & Western Regions 7 times per year						
SOURCE	Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301	Contact: Ms. Halbrooks Phone: 205/722-5886					
PRICE	\$380 per student						
ABOUT	<i>For personnel responsible for A-E contract procurement, or the supervision and administration of A-E contracts. A concentrated look at all aspects of A-E contracting from contract authorization to close-out. Covers acquisition laws and regs, selection, cost principles and estimates, negotiation, contract administration, contractor liability, and performance evaluations.</i>						
RATING	Excellent	Good	Average	Fair			
	Poor						

*THIS FILE (PFM-01) WAS UPDATED
September 1995*

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Network Analysis Systems (PROSPECT 080)</i>					P R E P A R A T I O N					
LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>								
SCOPE	<i>Survey</i>	<i>Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>								
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>							
FIRST	<i>No prerequisites</i>										
TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>									
TASKS	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>						
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>							
METHOD	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>							
MEDIUM	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>							
	<i>Cases</i>	<i>Simulation</i>	(w/ computer)	<i>Project</i>							
LENGTH	<i>5 days</i>					F O C U S					
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>								
PLACES	<i>Huntsville, Western, Central and Northeastern Regions</i>										
OFFERS	<i>5 times per year</i>										
SERIES	<i>Corps Project Management Series</i>										
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms Halbrooks</i>	<i>Phone: 205/722-5886</i>						
PRICE	<i>\$330 per student</i>										
ABOUT	<i>The scheduling technique covered is useful on any complicated project. Provides an introduction to basic network scheduling and manual and computer analysis in both original schedules and progress updates. Examples are oriented toward construction. Covers logic development and basic diagramming techniques; uses of the diagram; determination of payment and progress; effects of stoppages, materials delivery, and revisions.</i>					M A N A G E M E N T					
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>						
<i>THIS FILE (PFM-02) WAS UPDATED September 1995</i>											

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Cost Estimating Basics (PROSPECT 181)</i>						
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Preparation Process Civil Works</i>	<i>Enhancement Focus (if underlined, see Topic, Tasks, etc.) Military</i>	<i>HTRW/Environment</i>			
FIRST	<i>No prerequisites</i>						
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i>						
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<i>Workshop</i>	<i>Video Project</i>			
LENGTH LOCALE PLACES OFFERS SERIES	<i>5 days Local Regional Central Western, and Northeastern Regions 2 times per year Corps Project Management Series</i>						
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>	<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>					
PRICE	<i>\$665 per student</i>						
ABOUT	<i>Provides training in cost estimating fundamentals for military, civil works, HTRW, and other projects. A non-computer-based course designed to teach cost estimate preparation and the identification and classification of costs associated with projects. Topics include: organizational structure; regulations; estimating quantities; labor costs; equipment costs; indirect costs; unit pricing; cost escalation and contingencies.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>			
	<i>Poor</i>						

THIS FILE (PFM-03) WAS UPDATED
September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Budget Training Course for Corps Employees (PROSPECT 254)</i>						
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Preparation Process Civil Works</i>	<i>Enhancement Focus (if underlined, see Topic, Tasks, etc.) Military</i>	<i>HTRW/Environment</i>			
FIRST	<i>GS-9</i>						
TOPIC TASKS PMBOK (PMT)	<i>People/Relational Lead Scope Quality</i>						
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation</i>	<i>Workshop (w/ computer)</i>	<i>Video Project</i>			
LENGTH LOCALE PLACES OFFERS SERIES	<i>5 days Local Regional Huntsville, St Louis, and Baltimore 3 times per year Corps Project Management Series</i>						
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>	<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>					
PRICE	<i>\$625 per student</i>						
ABOUT	<i>Provides framework and knowledge of the federal budget process with emphasis on the Corps. Describes program and budget activities at all levels, and how they interrelate with Army, DOD, OMB, and Congress. Structured around the Division workload. Topics include: operating budgets; military and civil works programs/budgeting; budget execution; and statutory limitations.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>			
	<i>Poor</i>						

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September 1995

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>AMPRS and PROMIS for Managers (PROSPECT 307)</i>									
LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>							
SCOPE	<i>Survey</i>	<i>Process</i>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>							
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
FIRST	<i>No prerequisites</i>									
TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>								
TASKS	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>					
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>						
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>						
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>						
MEDIUM	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>						
LENGTH	<i>4 days</i>									
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>							
PLACES	<i>Huntsville</i>									
OFFERS	<i>2 times per year</i>									
SERIES										
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms Halbrooks</i>	<i>Phone: 205/722-5886</i>					
PRICE	<i>\$980 per student</i>									
ABOUT	<i>Provides an overview for managers who use or intend to use either PROMIS or AMPRS: how each system is structured and used, and what information is available. Major topics include: structure, data items, upward reporting, and system use for both AMPRS and PROMIS; types of projects and project phases in each system; and what information is available from each system and how it may be used for management.</i>									
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

**THIS FILE (PFM-05) WAS UPDATED
September 1995**

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PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N			
TITLE	<i>PCA/Finance Plan Development (PROSPECT 315)</i>							
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i> <i>Preparation Process Civil Works</i> <i>Enhancement Focus (if underlined, see Topic, Tasks, etc.) Military HTRW/Environment</i>							
FIRST	<i>No prerequisites</i>							
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i> <i>Process/Informational Plan Organize Time Contract</i> <i>Control Human Resource Communication</i>							
METHOD MEDIUM	<i>Lecture Cases</i> <i>Seminar Simulation</i> <i>Workshop (w/ computer)</i> <i>Video Project</i>							
LENGTH LOCALE PLACES OFFERS SERIES	<i>3 days Local St Paul, MN</i> <i>Regional</i> <i>Central</i> <i>1 time per year</i>							
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>		<i>Contact: Ms Halbrooks Phone: 205/722-5886</i>					
PRICE	<i>\$850 per student</i>							
ABOUT	<i>Provides participants with the basic knowledge, skills, and abilities needed to develop PCA packages and to conduct financial analyses. Topics include: policy for new start/local cooperation agreement process; non-federal financing considerations; program management and implementation procedures and applications; budgeting, funding, and construction scheduling.</i>							
RATING	<i>Excellent Good Average Fair Poor</i>							
<i>THIS FILE (PFM-06) WAS UPDATED September 1995</i>								

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Construction Contract Administration (PROSPECT 366)</i>							
LEVEL SCOPE REALM	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>					
FIRST	<i>Survey Process <u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i> <i>Generic Civil Works Military HTRW/Environment</i>							
TOPIC TASKS PMBOK (PMI)	<i>People/Relational</i>	<i>Process/Informational</i>						
	<i>Lead</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>	<i>Control</i>			
	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>				
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>				
METHOD MEDIUM	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>				
	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>				
LENGTH LOCALE PLACES OFFERS SERIES	<i>5 days</i> <i>Local <u>Regional</u> Central</i> <i>Huntsville, North- & South-eastern, Central, Western</i> <i>6 time per year</i> <i>Corps Project Management Series</i>							
SOURCE	<i>Huntsville Division</i>		<i>Contact: Ms Halbrooks</i>					
	<i>P.O. Box 1600</i>		<i>Phone: 205/722-5886</i>					
PRICE	<i>\$495 per student</i>							
ABOUT	<i>Provides a basic overview of the DOD acquisition process as it relates to construction contracts. It develops the typical procedures and responsibilities required to administer a fixed-price construction contract -- the FAR acquisition process and construction management functions in a typical field office.</i>							
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

*THIS FILE (PPM-07) WAS UPDATED
September 1995*

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PROJECT MANAGEMENT TRAINING COURSE

					P R E P A R A T I O N
TITLE	Quality Service to the Public/Service Excellence				
LEVEL SCOPE REALM	Introduction Survey Process Focus (<u>if underlined, see Topic, Tasks, etc.</u>) <u>Generic</u> Civil Works Military HTRW/Environment				
FIRST	No prerequisites				
TOPIC TASKS PMBOK (PMI)	<u>People/Relational Lead</u> Process/Informational Plan Organize Monitor Control Scope Cost Time <u>Human Resource</u> <u>Quality</u> Risk Contract <u>Communication</u>				
METHOD MEDIUM	Lecture Cases Seminar Simulation (w/ computer) Workshop Video Project				
LENGTH LOCALE PLACES OFFERS SERIES	1-2 days Local <u>Regional</u> Central Area Service Centers Varies by Center				
SOURCE	Office of Personnel Mgmt Washington DC Training Cntr 1400 Wilson Blvd, Suite 1000 Arlington, VA 22209-2312 Contact: no particular Phone: 703/312-7300				
PRICE	\$335 per student				
ABOUT	Introduces the cornerstone concepts of service quality. Assists student in developing a professional office image. Activities include: identifying customer needs and expectations; practicing techniques leading to customer satisfaction; analyzing strengths and weaknesses within one's organization.				
RATING	Excellent Good Average Fair Poor				

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September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Constructive Conflict Resolution/Conflict Management</i>			
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Military</u>	<u>HTRW/Environment</u>
FIRST	<i>No prerequisites</i>			
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Lead</u> <u>Scope</u> <u>Quality</u>			
METHOD MEDIUM	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation (w/ computer)</u>	<u>Workshop</u>	<u>Video</u> <u>Project</u>
LENGTH LOCALE PLACES OFFERS SERIES	<i>2-3 days</i> <i>Local Regional Central</i> <i>Area Service Centers</i> <i>Varies by Center</i>			
SOURCE	<i>Office of Personnel Mgmt</i> <i>Washington DC Training Cntr</i> <i>1400 Wilson Blvd, Suite 1000</i> <i>Arlington, VA 22209-2312</i>			
PRICE	<i>\$420 per student</i>			
ABOUT	<i>In general, provides techniques to manage organizational conflict. Topics include: cooperative working relationships; conflict resolution skills; causes of conflict; verbal and non-verbal communication for conflict; and constructive expression of feelings and beliefs.</i>			
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>
	THIS FILE (PFM-09) WAS UPDATED September 1995			

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Assertiveness Skills for Supervisors and Managers</i>				
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Process</i>	<i>Preparation Focus (if underlined, see Topic, Tasks, etc.)</i>	<i>Enhancement</i>	
FIRST	<i>No prerequisites</i>				
TOPIC TASKS PMBOK (PMI)	<u>People/Relational Lead</u> <u>Scope</u> <u>Cost</u> <u>Quality</u> <u>Risk</u>				
METHOD MEDIUM	<u>Lecture</u> Cases	<u>Seminar</u> Simulation	<u>Workshop</u> (w/ computer)	<u>Video</u> <u>Project</u>	
LENGTH LOCALE PLACES OFFERS SERIES	<i>2 days</i> <i>Local Regional Central</i> <i>Area Service Centers</i> <i>Varies by Center</i>				
SOURCE	<i>Office of Personnel Mgmt</i> <i>Washington DC Training Cntr</i> <i>1400 Wilson Blvd, Suite 1000</i> <i>Arlington, VA 22209-2312</i>				
PRICE	<i>\$335 per student</i>				
ABOUT	<i>Teaches skills that will assist in expressing oneself effectively. Persuasive communication, providing feedback, mediating conflicts, handling daily pressures, maintaining relationships with people. Recognition and practice of assertiveness skills.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

*THIS FILE (PFM-10) WAS UPDATED
September 1995*

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PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N F O C U S M A N A G E M E N T	TITLE	<i>Making Meetings Work/Planning and Managing Meetings</i>					
	LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>			
	SCOPE	<i>Survey Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>				
	REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
	FIRST	<i>No prerequisites</i>					
	TOPIC	<i><u>People/Relational</u></i>	<i>Process/Informational</i>				
	TASKS	<i><u>Lead</u></i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>		
	PMBOK (PMI)	<i>Scope</i>	<i>Time</i>	<i>Control</i>			
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i><u>Human Resource</u></i>		
	<i><u>Communication</u></i>						
	METHOD	<i><u>Lecture</u></i>	<i>Seminar</i>	<i><u>Workshop</u></i>	<i>Video</i>		
	MEDIUM	<i>Cases</i>	<i><u>Simulation</u></i> (w/ computer)	<i>Project</i>			
	LENGTH	<i>2-3 days</i>					
	LOCALE	<i>Local</i>	<i><u>Regional</u></i>	<i>Central</i>			
	PLACES	<i>Area Service Centers</i>					
	OFFERS	<i>Varies by Center</i>					
	SERIES						
	SOURCE	<i>Office of Personnel Mgmt</i>		<i>Contact:</i>	<i>no particular</i>		
		<i>Washington DC Training Cntr</i>		<i>Phone:</i>	<i>703/312-7300</i>		
		<i>1400 Wilson Blvd, Suite 1000</i>					
		<i>Arlington, VA 22209-2312</i>					
	PRICE	<i>\$420 per student</i>					
	ABOUT	<i>Helps plan a practical agenda, keep meetings on time, increase participation, and move the group to consensus. Helps meeting members create a positive atmosphere, make suggestions, and work productively to reach decisions. Skills are developed to overcome hostility and negativity. Participants are videotaped conducting a meeting, for self-evaluation.</i>					
	RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
					<i>Poor</i>		

*THIS FILE (PFM-11) WAS UPDATED
September 1995*

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management: Planning, Scheduling, and Control Techniques</i>							
LEVEL SCOPE REALM	<i>Introduction</i> <u>Survey</u>	<i>Preparation</i> <u>Process</u>	<i>Enhancement</i> <u>Focus</u> (if <u>underlined</u> , see Topic, Tasks, etc.)					
FIRST	<i>No prerequisites</i>							
TOPIC TASKS PMBOK (PMT)	<i>People/Relational</i> Lead Scope Quality	<i>Process/Informational</i> Plan Cost Risk	<i>Organize</i> Time Contract	<i>Monitor</i> Human Resource	<i>Control</i> Communication			
METHOD MEDIUM	<i>Lecture</i> Cases	<i>Seminar</i> Simulation	<i>Workshop</i> (w/ computer)	<i>Video</i> Project				
LENGTH LOCALE PLACES OFFERS SERIES	<i>5 days</i> Local <u>Regional</u> Central OPM Area Service Centers/Regional Offices Varies by area							
SOURCE	<i>US OPM</i> Washington Training Center 1400 Wilson Blvd. Suite 200 Arlington, VA 22209-2312		<i>Contact: no particular</i> Phone: 703-312-7300					
PRICE	<i>\$360 per student</i>							
ABOUT	<i>Teaches how to organize and manage a project. Topics include project cycles; management approaches; scheduling and work breakdown structure; baselines; controlling schedules and costs; reporting; computer software.</i>							
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>			

*THIS FILE (PFM-12) WAS UPDATED
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PROJECT MANAGEMENT TRAINING COURSE

P R E P A R A T I O N	TITLE	<i>Strategic Project Planning</i>					
	LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>			
	SCOPE	<i>Survey</i>	<i>Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>			
	REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>		
	FIRST	<i>No prerequisites</i>					
	TOPIC	<i>People/Relational</i>	<i><u>Process/Informational</u></i>				
	TASKS	<i>Lead</i>	<i><u>Plan</u></i>	<i><u>Organize</u></i>	<i><u>Monitor</u></i>		
	PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i><u>Control</u></i>		
		<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i><u>Human Resource</u></i>		
					<i>Communication</i>		
F O C U S	METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>		
	MEDIUM	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>		
	LENGTH	<i>2 days</i>					
	LOCALE	<i>Local</i>	<i><u>Regional</u></i>	<i>Central</i>			
	PLACES	<i>Houston; New Brunswick, NJ; or arranged with client</i>					
	OFFERS	<i>4 times per year, or as needed</i>					
	SERIES						
	SOURCE	<i>Center for Professional Advancement P.O. Box 964 East Brunswick, NJ 08816-0964</i>		<i>Contact: no particular</i>	<i>Phone: 908/613-4500</i>		
M A N A G E M E N T	PRICE	<i>\$825 per student</i>					
	ABOUT	<i>Presents an effective process for Project Execution Planning. Introduces Project Execution Plan (PEP), their software package. Participants develop PEP elements: Project Charter (goals, objectives, scope), Project Planning Basis (risk, organization, contract, milestones), Strategic Plan for Control (cost, schedule, quality, environment, safety, design, materials, construction/operations, special factors).</i>					
	RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>		
					<i>Poor</i>		
		<i>THIS FILE (PFM-13) WAS UPDATED September 1995</i>					

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Risk Analysis and Management</i>									
LEVEL	<i>Introduction Preparation Enhancement</i>									
SCOPE	<i>Survey</i>	<i>Process</i>	<i><u>Focus</u> (if underlined, see Topic, Tasks, etc.)</i>							
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
FIRST	<i>No prerequisites</i>									
TOPIC	<i>People/Relational Process/Informational</i>									
TASKS	<i>Lead</i>	<i>Cost</i>	<i>Plan</i>	<i>Organize</i>	<i>Monitor</i>					
PMBOK (PMT)	<i>Scope</i>	<i>Quality</i>	<i>Time</i>	<i>Control</i>						
RISK	<i>Risk</i>	<i>Contract</i>		<i>Human Resource</i>						
COMMUNICATION	<i>Communication</i>									
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>						
MEDIUM	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>						
LENGTH	<i>3 days</i>									
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>							
PLACES	<i>San Diego, Washington, and others as announced</i>									
OFFERS	<i>6 times per year</i>									
SERIES	<i>AGU Program & Project Mgmt Program (Master's)</i>									
SOURCE	<i>American Graduate University</i>			<i>Contact: Paul McDonald</i>						
	<i>733 North Dodsworth Ave</i>			<i>Phone: 818/966-4576</i>						
	<i>Colvina, CA 91724</i>									
PRICE	<i>\$695 per student</i>									
ABOUT	<i>Covers all aspects of risk mgmt: identification, assessment, handling, communication. A series of qualitative and quantitative tools are applied. 21 topics including: introduction to risk and risk management; qualitative and quantitative analysis; risk management implementation; cost, schedule, and technical risk analysis; managing risk; integrated risk analysis; communicating risk; and software tools.</i>									
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					
<i>THIS FILE (PFM-14) WAS UPDATED September 1995</i>										

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Performance Management Systems</i>				
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Process Civil Works</i>	<i>Preparation Focus</i> (<i>if underlined, see Topic, Tasks, etc.</i>)	<i>Enhancement Military HTRW/Environment</i>	
FIRST	<i>No prerequisites</i>				
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i>	<i>Cost Risk</i>	<i>Process/Informational Plan Organize Time Contract</i>	<i>Monitor Human Resource Communication</i>	
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<i>Workshop</i>	<i>Video Project</i>	
LENGTH LOCALE PLACES OFFERS SERIES	<i>4 days Local Regional Orlando, Las Vegas, and others as announced 6 times per year AGU Program & Project Mgmt Program (Master's)</i>				
SOURCE	<i>American Graduate University 733 North Dodsworth Ave Colvina, CA 91724</i>				
PRICE	<i>\$795 per student, \$695 for groups of 3 or more</i>				
ABOUT	<i>Covers all aspects of project performance management, emphasizing increased ability to complete projects on time, at or under budget, in compliance with performance requirements, and to the customer's satisfaction. Integrates performance management into the project management system. Covers 26 topics ranging from a performance measurement overview, to cost/control accounting, to implementing performance measurement.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Contracting and Procurement for Project and Technical Personnel</i>						
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u> <u>Generic</u>	<u>Preparation</u> <u>Process</u> <u>Civil Works</u>	<u>Enhancement</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Military</u>		<u>HTRW/Environment</u>		
FIRST	<i>No prerequisites</i>						
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i> <i>Process/Informational Plan Organize Time Contract</i> <i>Monitor Human Resource Control Communication</i>						
METHOD MEDIUM	<u>Lecture Cases</u>	<u>Seminar Simulation</u>	<u>Workshop (w/ computer)</u>	<u>Video Project</u>			
LENGTH LOCALE PLACES OFFERS SERIES	<i>3 days Local <u>Regional</u> Central Washington, and others as announced 6 times per year AGU Program & Project Mgmt Program (Master's)</i>						
SOURCE	<i>American Graduate University 733 North Dodsworth Ave Colvina, CA 91724</i>						
PRICE	<i>\$695 per student</i>						
ABOUT	<i>Explains contracting and procurement processes and the roles and responsibilities of people involved. Teaches proven methods for meeting requirements. Provides 1) a contracting overview, 2) review of management problems associated with contracts, 3) relevant laws, regulations and procedures, and 4) training in skills needed to solve contracting problems.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Scheduling Techniques</i>									
LEVEL	<i>Introduction Preparation Enhancement</i>									
SCOPE	<i>Survey Process <u>FOCUS</u> (if underlined, see Topic, Tasks, etc.)</i>									
REALM	<i>Generic Civil Works Military HTRW/Environment</i>									
FIRST	<i>No prerequisites</i>									
TOPIC	<i>People/Relational <u>Process/Informational</u></i>									
TASKS	<i>Lead <u>Plan Organize</u> <u>Monitor</u> <u>Control</u></i>									
PMBOK (PMI)	<i>Scope Cost Time</i>	<i><u>Human Resource</u></i>		<i>Quality Risk Contract Communication</i>						
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>						
MEDIUM	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>						
LENGTH	<i>3 days</i>									
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>							
PLACES	<i>San Francisco, Washington, and others as announced</i>									
OFFERS	<i>6 times per year</i>									
SERIES	<i>AGU Program & Project Mgmt Program (Master's)</i>									
SOURCE	<i>American Graduate University 733 North Dodsworth Ave Colvina, CA 91724</i>			<i>Contact: Paul McDonald Phone: 818/966-4576</i>						
PRICE	<i>\$695 per student</i>									
ABOUT	<i>Covers in detail the array of scheduling tools and techniques with emphasis on Network Scheduling Techniques (CPM, PDM, PERT). Techniques such as Gantt charts, line of balance, resource leveling, schedule base lining, schedule risk assessment, and schedule maintenance are covered. Deals with interpreting schedule reports, early warning detection, summarization of schedule performance, and how to avoid unrealistic schedules.</i>									
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

*THIS FILE (PFM-17) WAS UPDATED
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PROJECT MANAGEMENT TRAINING COURSE

TITLE		<i>Project Scheduling</i>								
LEVEL	<u>Introduction</u>	<u>Preparation</u>	<u>Enhancement</u>							
SCOPE	Survey	Process	<u>FOCUS</u> (if underlined, see Topic, Tasks, etc.)							
REALM	Generic	Civil Works	Military	<u>HTRW/Environment</u>						
FIRST	No prerequisites									
TOPIC	People/Relational	<u>Process/Informational</u>								
TASKS	Lead	<u>Plan</u>	<u>Organize</u>	<u>Monitor</u>	<u>Control</u>					
PMBOK (PMI)	Scope <u>Cost</u> Quality Risk	<u>Time</u>	<u>Human Resource</u> <u>Communication</u>							
METHOD	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>						
MEDIUM	<u>Cases</u>	<u>Simulation</u> (w/ computer)	<u>Project</u>							
LENGTH	2 days									
LOCALE	Local	<u>Regional</u>	Central							
PLACES	Boston, Las Vegas									
OFFERS	5-6 times per year, back to back w/ Earned Value									
SERIES	Cost and Schedule Performance Management Systems									
SOURCE	Performance Mgmt Associates 15 Via Verona Palm Beach Gardens, FL 33418-3720		Contact: Jim Wrisley	Phone: 407/694-1647						
PRICE	\$575 per student, 20% off for groups of 3 or more									
ABOUT	Course is organized into 9 modules: introduction; types of schedules; schedule development process; networks and their development; calculating the network; resource application; schedule baseline; schedule reporting and analysis; and current topics.									
RATING	Excellent	Good	Average	Fair	Poor					

THIS FILE (PFM-18) WAS UPDATED
September 1995

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Earned Value Management Systems</i>						
LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>				
SCOPE	<i>Survey</i>	<i>Process</i>	<i>Focus (if underlined, see Topic, Tasks, etc.)</i>				
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>			
FIRST	<i>No prerequisites</i>						
TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>					
TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>			
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>			
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>			
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>			
MEDIUM	<i>Cases</i>	<i>Simulation (w/ computer)</i>		<i>Project</i>			
LENGTH	<i>3 days</i>						
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>				
PLACES	<i>Boston, Las Vegas</i>						
OFFERS	<i>5-6 times per year, back to back w/ Proj Scheduling</i>						
SERIES	<i>Cost and Schedule Performance Management Systems</i>						
SOURCE	<i>Performance Mgmt Associates</i>		<i>Contact: Jim Wrisley</i>				
	<i>15 Via Verona</i>		<i>Phone: 407/694-1647</i>				
	<i>Palm Beach Gardens, FL 33418-3720</i>						
PRICE	<i>\$675 per student, 20% off for groups of 3 or more</i>						
ABOUT	<i>Course is organized into 9 modules: performance management concepts; organizing project work; planning for performance measurement; accumulating performance data; monitoring project performance; controlling project baselines; assessing project performance; system compliance; and a summary.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Budgeting Techniques for On-Time, On-Budget Project Performance</i>						
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i>	<i>Preparation Process Civil Works</i>	<i>Enhancement Focus (if underlined, see Topic, Tasks, etc.)</i>				
FIRST	<i>No prerequisites</i>						
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i> <i>Process/Informational Plan Organize Time Contract</i> <i>Control Human Resource Communication</i>						
METHOD MEDIUM	<i>Lecture Cases</i>	<i>Seminar Simulation (w/ computer)</i>	<i>Workshop</i>	<i>Video Project</i>			
LENGTH LOCALE PLACES OFFERS SERIES	<i>3 days Local Regional Chicago, Washington, Atlanta, New York 1 time per year AMA Project Management Curriculum</i>						
SOURCE	<i>American Mgmt Association 135 West 50th Street New York, NY 10020-1201</i>		<i>Contact: no particular</i>	<i>Phone: 800/262-9699</i>			
PRICE	<i>\$1,375 per student, \$1,195 if member, groups less</i>						
ABOUT	<i>Hands-on experience to increase project success and assure on-time, on-budget performance. Topics include: causes of project failure; project budgeting purposes and concepts; quality, schedule, and budget baselines; estimating approaches; metrics and cost models; schedule and cost management. Participants work in teams to create a budget plan for their own organizations.</i>						
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>		

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Planning and Tracking</i>				
LEVEL SCOPE REALM	<i>Introduction <u>Preparation</u> Enhancement Survey Process <u>Focus</u> (if underlined, see Topic, Tasks, etc.) <u>Generic</u> Civil Works Military HTRW/Environment</i>				
FIRST	<i>No prerequisites</i>				
TOPIC TASKS PMBOK (PMT)	<i>People/Relational <u>Process/Informational</u> Lead <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> Quality Risk Contract Communication</i>				
METHOD MEDIUM	<i>Lecture <u>Seminar</u> <u>Workshop</u> Video <u>Cases</u> Simulation (w/ computer) Project</i>				
LENGTH LOCALE PLACES OFFERS SERIES	<i>1 day <u>Local</u> Regional Central Arranged with client Based on demand CES Project Management Certification Series</i>				
SOURCE	<i>Corporate Educatnl Services Contact: Ms Piazza One Tower Lane, Suite 1000 Phone: 708/574-1994 Oakbrook Terrace, IL 60181</i>				
PRICE	<i>\$5,700-7,500 per course (15-25 participants)</i>				
ABOUT	<i>Provides a foundation in the techniques and tools for realistic planning, scheduling, and monitoring projects. Objectives: develop work plan; determine requirements; break down work; plan sequence of activities; assign responsibility; establish milestones; determine required resources; negotiate commitments. Intact team training is recommended to allow implementation of actual project plan developed during seminar.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Planning, Scheduling and Control</i>				
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>				
FIRST	No prerequisites				
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>				
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation</u> (w/ computer) <u>Project</u>				
LENGTH LOCALE PLACES OFFERS SERIES	<u>3 days</u> <u>Local</u> <u>Regional</u> <u>Central</u> Arranged with client Based on demand				
SOURCE	<u>On-Site Plus</u> <u>2001 Salvio Street, St. 1500</u> Contact: Doyle Young <u>Concord, CA 94520</u> Phone: 510/746-7165				
PRICE	\$2,500 per day (up to 25 students, plus \$50 per workbook and instructor travel (customizing extra))				
ABOUT	Project planning, scheduling, management, and control tools. Topics include project planning (scope, work plan); project requirements (milestones, needs, constraints); logical design (network analysis); implementation (communicating, assigning tasks); construction (tracking, reporting, controlling; documentation and evaluation (check results against plans, software considerations).				
RATING	Excellent Good Average Fair Poor				

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>The Art of Project Management</i>				
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>				
FIRST	No prerequisites				
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> Lead Plan Organize Monitor Control Scope Cost Time Human Resource Quality Risk Contract Communication				
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> Project				
LENGTH LOCALE PLACES OFFERS SERIES	2 days <u>Local</u> Regional Central on-site Based on demand				
SOURCE	AGS Management Systems 880 1st Avenue King of Prussia, PA 19406 Contact: John Sullivan Phone: 610-265-1550				
PRICE	\$180 per student per day (12 students maximum)				
ABOUT	Identifies the project process. Topics include project objectives (scope, approach, time frame, cost, success criteria); project plan (work breakdown structure, critical path scheduling, estimating); project schedule (priorities, date constraints); and project control. A case study is used throughout the course, using AGS firstCASE project management software.				
RATING	Excellent Good Average Fair Poor				

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TAB 3 HELP: TRAINING GUIDE -- PHASE 3 -- ENHANCEMENT OF KEY PROJECT MANAGEMENT SKILLS

**WORK ASSIGNMENT TRAINING
(On-Job & Developmental)**

Developmental Assignments in Project Management and Technical Management Jobs (same and other echelons)
IPA/ Interagency Personnel Agreement Assignment with Other Governmental Agency (or qualifying customer)

- 1 / Management Functions:
- Planning
 - Organizing
 - Monitoring
 - Controlling
 - and
 - Scope Management
 - Cost Management
 - Time Management
 - Human Resources Mgmt
 - Quality Management
 - Risk Management
 - Contract Management
 - Communications Mgmt

- 2 / Design/Build Function:
- Planning
 - Engineering
 - Construction
 - Operations

- 3 / Project Management Professional

**FORMAL CLASSROOM TRAINING
(Govt & Non-Govt Courses)**

ADVANCED SURVEY COURSES
Surveys of Universal PM Concepts, Methods, Tools
 PPM Associates Program
 PM Beyond Techs [ESG-01]
 LTR in Degree Programs
GENERIC PROCESS COURSES
Advanced Workshop Courses on PM Concept and Process
 PM Applications [EPG-01]

**SELF-DEVELOPMENT ACTIVITY
(Courses, Reading, Other)**

Academic Extension Courses
Individual Reading and Study
Oral and Written Communication
Participation in Professional Associations
Professional Registration

PMI PMP³ Certification

- Actual existing course
- Course to be developed
- A category of training
See Directory for details.

ADVANCED FOCUS: GENERIC
Advanced Courses Focused on PM Techniques and Tools
 Leadership Qualities¹
 Management Functions¹
 Communication Skills
 Computer Application

ADVANCED FOCUS: MISSION
Advanced Courses on Corps Mission PM Concepts/Tools
 CW Prog Execution (TBD)

SELECTED TECHNICAL COURSES
Courses Pertaining to the Worker's Specialty Area(s)
 University Discipline
 Design/Build Function²

TAB 3 HELP: CAREER DEVELOPMENT PLAN FOR PM AND DDE/CHIEF PPM--GRADE LEVELS 13/14 & 14/15

Grade Level and PM Position	Formal Classroom All Functions	Formal Classroom PPM Function	On-the-Job Experience (plus prof)	Development Assignment FOA	Development Assignment Higher HQ
Grades 13/14 Asst PPMD Chief	* <i>Organizational Leadership for Executives-OLE</i>	+ PM: Beyond the Tech [ESG-01]	+ Certification as PMP	+ \$ Another Function (12 months)	+ \$ MSC/Division Programs and Project Mgmt (6 months)
PPM Branch Chief	+ <i>Personnel Mgmt For Executives</i>	+ Project Mgmt Enhancement Courses (see the Directory)	+ Supervisory Experience: Branch or Section Chief (12 months)		
PPM Section Chief	# <i>Administrative Public Policy</i>	+\$ University L&T	+ Participation Professional Organizations		
Project Manager (Senior PM)	+\$ Army Mgmt Staff College	##\$ Planning and Project Mgmt Associates Program	+ Computer Literate		
✓ Project Manager (Journeyman PM)	##\$ Senior Service College				
Grades 14/15 ✓ DDE (PPM) / PPMD Chief	# <i>Exec Development Seminar</i>	+ Project Mgmt Enhancement Courses (see the Directory)	+ Certification as PMP	+ \$ Another Function (12 months)	+ \$ HQUSACE Programs and Project Mgmt (6 months)
Asst PPMD Chief	# <i>Exec Excellence</i>	+\$ University L&T	+ Supervisory Experience: Assistant Division or Branch Chief (24 months)		
PPM Branch Chief	# <i>Managing Money & Mat'l Resources</i>		+ Participation Professional Organizations		
	##\$ <i>Federal Exec Institute</i>		+ Computer Literate		

Note: The ACTEDS training categories and priorities that appear in the legend below are defined in part 4 of Handbook Table A-2.

✓ Target Position and Training Target	* Universal Training MANDATORY (MAND-PR I)	+ Universal Training HIGHLY RECOMMENDED (MAND-PR II)	# Universal Training RECOMMENDED (PR III)	+\$ Competitive Trng HIGHLY RECOMMENDED	#\$ Competitive Trng RECOMMENDED
1/ The ESRM Career Planning Board is considering PPM's request to designate PMP (Project Management Professional) certification of DDE (PPM)s as Mandatory, Priority I within 3-5 years.					

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management: Beyond the Techniques</i>				
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus</u> (if <u>underlined</u> , see Topic, Tasks, etc.) <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>				
FIRST	<i>Designed for project managers with several year of experience.</i>				
TOPIC TASKS PMBOK (PMT)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>				
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation</u> (w/ computer) <u>Project</u>				
LENGTH LOCALE PLACES OFFERS SERIES	<i>5 days</i> <i>Local Regional Central</i> <i>University of Tennessee, Knoxville</i> <i>1-3 times per year</i>				
SOURCE	<i>Management Development Cntr</i> <i>Contact: Ms Jackson</i> <i>University of Tennessee</i> <i>Phone: 615/974-5001</i> <i>708 Stokely Management Cntr</i> <i>Knowville, TN 37996-0575</i>				
PRICE	<i>\$2,900 per student, includes single hotel room, meals and hotel to Center van service (10% off for groups)</i>				
ABOUT	<i>Designed to prepare project managers to deal more effectively with the difficult and demanding tasks of managing organizational and personnel problems, which are inherent in project management and have far more influence on project success than do the tools and techniques. Topics include: project organizational alternatives; leadership qualities, skills and style; developing power and influence; conflict resolution and building effective project teams.</i>				
RATING	<u>Excellent</u> Good Average Fair Poor				

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Senior Project Management</i>				
LEVEL SCOPE REALM	<u>Introduction</u> <u>Preparation</u> <u>Enhancement</u> <u>Survey</u> <u>Process</u> <u>Focus (if underlined, see Topic, Tasks, etc.)</u> <u>Generic</u> <u>Civil Works</u> <u>Military</u> <u>HTRW/Environment</u>				
FIRST	<i>Practicing Project Manager</i>				
TOPIC TASKS PMBOK (PMI)	<u>People/Relational</u> <u>Process/Informational</u> <u>Lead</u> <u>Plan</u> <u>Organize</u> <u>Monitor</u> <u>Control</u> <u>Scope</u> <u>Cost</u> <u>Time</u> <u>Human Resource</u> <u>Quality</u> <u>Risk</u> <u>Contract</u> <u>Communication</u>				
METHOD MEDIUM	<u>Lecture</u> <u>Seminar</u> <u>Workshop</u> <u>Video</u> <u>Cases</u> <u>Simulation (w/ computer)</u> <u>Project</u>				
LENGTH LOCALE PLACES OFFERS SERIES	<u>4 days</u> Local <u>Regional</u> Central 11 locations around the US 20 times per year AMA Project Management Curriculum				
SOURCE	American Mgmt Association 135 West 50th Street New York, NY 10020-1201			Contact: no particular	Phone: 800/262-9699
PRICE	\$1,720 per student (\$1,495 if member), less for group				
ABOUT	For experienced project and program managers. Beyond the nuts and bolts of project management into senior level skills. Topics include: human factors; organizing for effective project management' developing project objectives; scheduling; allocation and conflict resolution; project control information and methods; earned value; trend analysis; project manager competencies; and intensive case study.				
RATING	Excellent	Good	Average	Fair	Poor

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Advanced Project Management</i>						
LEVEL SCOPE REALM	<u>Introduction</u> <u>Survey</u> <u>Generic</u>			<u>Preparation</u> <u>Focus</u> (<i>if underlined</i> , see Topic, Tasks, etc.) Civil Works	<u>Enhancement</u> Military HTRW/Environment		
FIRST	No prerequisites						
TOPIC TASKS PMBOK (PMI)	People/Relational Lead Scope Quality						
PROCESS ORGANIZE MONITOR CONTROL	Process/Informational Plan Time Contract			Human Resource Communication			
METHOD MEDIUM	<u>Lecture</u> <u>Cases</u>	<u>Seminar</u> <u>Simulation</u> (w/ computer)	<u>Workshop</u>		<u>Video</u> <u>Project</u>		
LENGTH LOCALE PLACES OFFERS SERIES	2-4 days, typically 3 days (customized for client) <u>Local</u> <u>Regional</u> <u>Central</u> Arranged with client Based on demand						
SOURCE	Stanley Portny & Associates 44 Dorison Drive Short Hills, NJ 07078		Contact: Donna Portny	Phone: 201/376-8887			
PRICE	\$9,640 for up to 20 students for 3 days (\$432 per student), varies with length						
ABOUT	Objectives: To explore the dynamic project team environment; investigate advanced decision-making techniques, planning, and performance analysis; and discuss information systems. Topics include: team responsibilities; conflict management; interpersonal relations; motivation; benefit-cost analysis; project definition; budgeting; and project reporting.						
RATING	Excellent	Good	Average	Fair	Poor		

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management Institute Regional Seminars</i>				
LEVEL SCOPE REALM	<i>Introduction Survey Generic</i> <i>Preparation Process Civil Works</i> <i>Enhancement Focus (if <u>underlined</u>, see Topic, Tasks, etc.) Military HTRW/Environment</i>				
FIRST	<i>No prerequisites</i>				
TOPIC TASKS PMBOK (PMI)	<i>People/Relational Lead Scope Quality</i> <i>Process/Informational Plan Organize Time Contract</i> <i>Control Human Resource Communication</i>				
METHOD MEDIUM	<i>Lecture Cases</i> <i>Seminar Simulation</i> <i>Workshop (w/ computer)</i> <i>Video Project</i>				
LENGTH LOCALE PLACES OFFERS SERIES	<i>4 days Local Cincinnati, OH</i> <i>Regional 1 time per year</i> <i>Central</i>				
SOURCE	<i>Project Management Institute 130 South State Road Upper Darby, PA 19082-2902</i> Contact: no particular Phone: 800/734-4843				
PRICE	<i>Ranges from \$695 to \$1,250 depending on the number of days attended</i>				
ABOUT	<i>This event is a combination of industry and multi-industry seminars relating to project management. In total five separate seminars are offered: Project Management Basic Skills and PMBOK Introduction; Total Quality and Risk Management for Projects and Programs; Managing the Manufacturing Project; Contract Changes, Construction Delays, Claims Awareness; and Project Leadership and Communication.</i>				
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Project Management Applications</i>									
LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>							
SCOPE	<i>Survey</i>	<i>Process</i>	<i>Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>							
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
FIRST	<i>No prerequisites</i>									
TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>								
TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>						
PMBOK (PMI)	<i>Scope</i>	<i>Cost</i>	<i>Time</i>	<i>Human Resource</i>						
	<i>Quality</i>	<i>Risk</i>	<i>Contract</i>	<i>Communication</i>						
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>						
MEDIUM	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>						
LENGTH	<i>5 days</i>									
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>							
PLACES	<i>Washington DC; Dallas, TX; Orlando, FL; San Diego, CA;</i>									
OFFERS	<i>9 times per year</i>									
SERIES	<i>Master's Certificate in Project Management</i>									
SOURCE	<i>Educational Services Institute</i>		<i>Contact:</i>	<i>no particular</i>						
			<i>Phone:</i>	<i>703/578-8820</i>						
	<i>2775 S. Quincy Street, Suite 500</i>									
	<i>Arlington, VA 22206-9910</i>									
PRICE	<i>\$950 to \$1,000 per student</i>									
ABOUT	<i>This course synthesizes and reinforces the knowledge and skills essential to basic project management, teaching advanced approaches. Participants will work in teams where they complete an extensive and realistic simulation in which they propose, plan, and carry out a project under conditions faced on the job. Each team must resolve issues of performance, scheduling, and control and, at the same time, address leadership and management concerns.</i>									
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Multi-Project Management</i>					E N H A N C E M E N T P R O C E S S G E N E R I C					
LEVEL	<i>Introduction Preparation Enhancement</i>										
SCOPE	<i>Survey Process Focus (if underlined, see Topic, Tasks, etc.)</i>										
REALM	<i>Generic Civil Works Military HTRW/Environment</i>										
FIRST	<i>No prerequisites</i>										
TOPIC	<i>People/Relational Process/Informational</i>										
TASKS	<i>Lead Plan Organize Monitor Control</i>										
PMBOK (PMI)	<i>Scope Cost Time Human Resource</i>	<i>Quality Risk Contract Communication</i>									
METHOD	<i>Lecture Seminar Workshop</i>	<i>Video</i>									
MEDIUM	<i>Cases Simulation (w/ computer)</i>	<i>Project</i>									
LENGTH	<i>5 days</i>										
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>								
PLACES	<i>Varies, arranged by client and vendor</i>										
OFFERS	<i>Based on demand, offered to groups only</i>										
SERIES	<i>STC Project Management Curriculum</i>										
SOURCE	<i>STC Group, Inc. 357 Springfield Ave Summit, NJ 07901-4603</i>			<i>Contact: Tim Andrews</i>	<i>Phone: 908/277-2852</i>						
PRICE	<i>\$17,500 for up to 15 students (\$1,170 per student); and \$150 for each additional student</i>										
ABOUT	<i>Participants manage multiple projects while they share, negotiate, and compete for resources. It integrates task and process aspects of project and functional manager roles. Uses lectures, computer simulation, assessment, discussion. Student teams implement 6-7 computer-simulated projects.</i>										
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>						

THIS FILE (EPG-02) WAS UPDATED
September 1995

PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>The Project Management Forum: Real Solutions for Project Success</i>			
LEVEL	<i>Introduction</i>	<i>Preparation</i>	<i>Enhancement</i>	
SCOPE	<i>Survey Process Focus (if <u>underlined</u>, see Topic, Tasks, etc.)</i>			
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>
FIRST	<i>No prerequisites</i>			
TOPIC	<i>People/Relational</i>	<i>Process/Informational</i>		
TASKS	<i>Lead</i>	<i>Plan Organize</i>	<i>Monitor</i>	<i>Control</i>
PMBOK (PMI)	<i>Scope Cost</i>	<i>Time</i>	<i>Human Resource</i>	
	<i>Quality Risk</i>	<i>Contract</i>	<i>Communication</i>	
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>
MEDIUM	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>
LENGTH	<i>4 days</i>			
LOCALE	<i>Local</i>	<i>Regional</i>	<i>Central</i>	
PLACES	<i>Rosemont, IL; New York; Atlanta; Orlando, San Fran</i>			
OFFERS	<i>8 times per year</i>			
SERIES	<i>AMA Project Management Series</i>			
SOURCE	<i>American Mgmt Association</i>		<i>Contact: no particular</i>	
	<i>135 W. 50th Street</i>		<i>Phone: 800/262-9699</i>	
	<i>New York, NY 10020-1201</i>			
PRICE	<i>\$1,720 per student (\$1,495 if member)</i>			
ABOUT	<i>Intensive forum designed to provide seasoned project managers a place to share know-how, solve problems, and map out strategies for success. Students deal with various issues related to four main topics: management, self-directed teams, strategic planning, and integrating project and product management; and, to additional topics selected by the students.</i>			
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>
				<i>Poor</i>

*THIS FILE (EPG-03) WAS UPDATED
September 1995*

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Executive Seminar in Alternative Dispute Resolution (ADR) Procedures (PROSPECT 384)</i>									
LEVEL	<i>Introduction Preparation <u>Enhancement</u></i>									
SCOPE	<i>Survey</i>	<i>Process</i>	<i><u>FOCUS</u> (if underlined, see Topic, Tasks, etc.)</i>							
REALM	<i>Generic</i>	<i>Civil Works</i>	<i>Military</i>	<i>HTRW/Environment</i>						
FIRST	<i>GS-13/14 minimum grade</i>									
TOPIC	<i><u>People/Relational</u> <u>Process/Informational</u></i>									
TASKS	<i>Lead</i>	<i>Plan Organize Monitor Control</i>								
PMBOK (PMI)	<i>Scope Cost</i>	<i>Time</i>	<i><u>Human Resource</u> <u>Communication</u></i>							
Quality	<i>Risk</i>	<i>Contract</i>								
METHOD	<i>Lecture</i>	<i>Seminar</i>	<i>Workshop</i>	<i>Video</i>						
MEDIUM	<i>Cases</i>	<i>Simulation</i>	<i>(w/ computer)</i>	<i>Project</i>						
LENGTH	<i>2 days</i>									
LOCALE	<i>Local</i>	<i>Regional</i>	<i><u>Central</u></i>							
PLACES	<i>Northeastern Region</i>									
OFFERS	<i>1 time per year</i>									
SERIES										
SOURCE	<i>Huntsville Division P.O. Box 1600 Huntsville, AL 35807-4301</i>			<i>Contact: Ms. Halbrooks</i>	<i>Phone: 205/722-5886</i>					
PRICE	<i>\$900 per student</i>									
ABOUT	<i>Conflicts, disputes, and litigation can reduce the Corps' effectiveness in accomplishing its mission. Alternative Dispute Resolution procedures offer options for dispute management. Focus on diagnosing disputes, designing management approaches, and applying techniques. Topics include interest-based negotiation/bargaining techniques; conflict analysis; and various techniques.</i>									
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>	<i>Poor</i>					

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September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Organizational Leadership for Executives (OLE)</i>			
LEVEL	<i>Introduction</i>	<i>Preparation</i>	<u><i>Enhancement</i></u>	
SCOPE	<i>Survey</i>	<i>Process</i>	<u><i>Focus (if underlined, see Topic, Tasks, etc.)</i></u>	
REALM	<u><i>Generic</i></u>	<u><i>Civil Works</i></u>	<u><i>Military</i></u>	<u><i>HTRW/Environment</i></u>
FIRST	<i>GS 13-15</i>			
TOPIC	<u><i>People/Relational</i></u>	<u><i>Process/Informational</i></u>		
TASKS	<u><i>Lead</i></u>	<u><i>Plan</i></u>	<u><i>Organize</i></u>	<u><i>Monitor</i></u>
PMBOK (PMI)	<u><i>Scope</i></u>	<u><i>Cost</i></u>	<u><i>Time</i></u>	<u><i>Control</i></u>
	<u><i>Quality</i></u>	<u><i>Risk</i></u>	<u><i>Contract</i></u>	<u><i>Human Resource</i></u>
				<u><i>Communication</i></u>
METHOD	<u><i>Lecture</i></u>	<u><i>Seminar</i></u>	<u><i>Workshop</i></u>	<u><i>Video</i></u>
MEDIUM	<u><i>Cases</i></u>	<u><i>Simulation (w/ computer)</i></u>		<u><i>Project</i></u>
LENGTH	<i>2 weeks</i>			
LOCALE	<u><i>Local</i></u>	<u><i>Regional</i></u>	<u><i>Central</i></u>	
PLACES	<i>Arranged by installation instructor</i>			
OFFERS	<i>Based on need</i>			
SERIES	<i>Corps Project Management Series</i>			
SOURCE	<i>Center for Army Leadership Ft. Leavenworth Ft. Leavenworth, KS</i>		<i>Contact: John Powell Phone: 913/758-3564</i>	
PRICE	<i>Funded by the Army, no cost to student organization</i>			
ABOUT	<i>Designed to train career program DA civilians in leadership doctrine of the US Army. Emphasis is given to material which leaders can use for improving organizational performance. Topics include: developing strategies for organizational excellence; influencing subordinate performance; managing innovation and change; diagnosing systemic problems; and building excellence into the leadership team.</i>			
RATING	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Fair</i>
				<i>Poor</i>

THIS FILE (EFL-02) WAS UPDATED

September 1995

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Management Assessment Program</i>					
LEVEL	<u>Introduction</u>	<u>Preparation</u>	<u>Enhancement</u>			
SCOPE	<u>Survey</u>	<u>Process</u>	<u>Focus</u> (if underlined, see Topic, Tasks, etc.)			
REALM	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>		
FIRST	<i>This course is designed for experienced managers and executives at GS-14 through SES</i>					
TOPIC	<u>People/Relational</u>	<u>Process/Informational</u>				
TASKS	<u>Lead</u>	<u>Plan</u> <u>Organize</u>	<u>Monitor</u>	<u>Control</u>		
PMBOK (PMI)	Scope	Cost	Time	<u>Human Resource</u>		
	Quality	Risk	Contract	Communication		
METHOD	<u>Lecture</u>	<u>Seminar</u>	<u>Workshop</u>	<u>Video</u>		
MEDIUM	<u>Cases</u>	<u>Simulation</u> (w/ computer)		<u>Project</u>		
LENGTH	<i>6 days</i>					
LOCALE	Local	<u>Regional</u>	Central			
PLACES	<i>Lancaster, PA; Denver, CO</i>					
OFFERS	<i>3 times per year</i>					
SERIES	<i>OPM's Management Development Center programs</i>					
SOURCE	<i>Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579</i>		Contact: no particular			
			Phone: 717/399-0112			
PRICE	<i>\$3,000 per student (includes tuition, meals and lodging); \$2,800 if funds are obligated by 12/31/95.</i>					
ABOUT	<i>This is an intensive program that allows experienced managers and executives to gain insight into their strengths and weaknesses. Individuals attending this program receive personalized feedback from several sources. Topics include: understanding personal behaviors and how they impact organizational success; understanding the importance of succession planning in organizational leadership positions.</i>					
RATING	Excellent	Good	Average	Fair		
				Poor		

*THIS FILE (EFL-03) WAS UPDATED
September 1995*

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PROJECT MANAGEMENT TRAINING COURSE

TITLE	<i>Management Development Seminar</i>					
LEVEL	<u>Introduction</u>	<u>Preparation</u>	<u>Enhancement</u>			
SCOPE	<u>Survey</u>	<u>Process</u>	<u>Focus (if underlined, see Topic, Tasks, etc.)</u>			
REALM	<u>Generic</u>	<u>Civil Works</u>	<u>Military</u>	<u>HTRW/Environment</u>		
FIRST	This course is designed for experienced managers and executives at GS-14 through SES					
TOPIC	<u>People/Relational</u>	<u>Process/Informational</u>				
TASKS	<u>Lead</u>	<u>Plan</u>	<u>Organize</u>	<u>Monitor</u>		
PMBOK (PMI)	Scope	Cost	Time	<u>Control</u>		
	Quality	Risk	Contract	<u>Human Resource</u>		
				<u>Communication</u>		
METHOD MEDIUM	Lecture <u>Cases</u>	<u>Seminar</u> <u>Simulation</u>	<u>Workshop</u> (w/ computer)	<u>Video</u> <u>Project</u>		
LENGTH	2 weeks (11 days)					
LOCALE	Local	<u>Regional</u>	Central			
PLACES	Lancaster, PA; Denver, CO					
OFFERS	11 times per year					
SERIES	OPM's Management Development Center programs					
SOURCE	Eastern Management Development Center P.O. Box 1579 Lancaster, PA 17608-1579		Contact: no particular	Phone: 717/399-0112		
PRICE	\$2,775 per student (includes tuition, meals and lodging); \$2,575 if funds are obligated by 12/31/95.					
ABOUT	This seminar focuses on strengthening organizational excellence through team effectiveness and leadership. Participants will: examine current Administration initiatives and their impact on managers; increase understanding of ethics; identify leadership qualities; gain skills in negotiation and conflict resolution; develop strategy for problem clarification and resolution.					
RATING	Excellent	Good	Average	Fair		
				Poor		

THIS FILE (EFL 04) WAS UPDATED
September 1995

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INDEX OF PROJECT MANAGEMENT COURSES

Categorical

TITLE	LEVEL	SCOPE	FOCUS	FILE
<i>Project Management Exportable: 1 (PROSPECT 762)</i>	Introdu	Survey	Generic	ISG-01
<i>Project Management Exportable: 2-4 (PROSPECT 762)</i>	Introdu	Survey	Generic	ISG-02
<i>Project Management (PROSPECT 355)</i>	Introdu	Survey	Generic	ISG-03
<i>Civil Works Orientation (PROSPECT 086)</i>	Introdu	Process	Civ Wks	IPC-01
<i>Hazardous/Toxic/Radioactive Waste (PROSPECT 350)</i>	Introdu	Process	HTRW/En	IPH-01
<i>Intern Leadership Development Course</i>	Introdu	Focus	Leader	IFL-01
<i>The Complete Project Manager</i>	Prepare	Survey	Generic	PSG-01
<i>Project Management Workshop</i>	Prepare	Survey	Generic	PSG-02
<i>Project Leadership</i>	Prepare	Survey	Generic	PSG-03
<i>Project Management: Tools & Techniques</i>	Prepare	Survey	Generic	PSG-04
<i>Project Management Workshop</i>	Prepare	Survey	Generic	PSG-05
<i>Basic Project Management: Planning, Scheduling, & Control</i>	Prepare	Survey	Generic	PSG-06
<i>Technical Project Management</i>	Prepare	Survey	Generic	PSG-07
<i>Project Management</i>	Prepare	Survey	Generic	PSG-08
<i>Program Management</i>	Prepare	Survey	Generic	PSG-09
<i>Technical Program Management</i>	Prepare	Survey	Generic	PSG-10
<i>Effective Project Management</i>	Prepare	Survey	Generic	PSG-11
<i>Project Managers Bootcamp</i>	Prepare	Survey	Generic	PSG-12
<i>Project Management Skills for Success</i>	Prepare	Survey	Generic	PSG-13

INDEX: Categorical

TITLE	LEVEL	SCOPE	FOCUS	FILE
<i>Effective Skills for Technical Managers</i>	Prepare	Survey	Generic	PSG-14
<i>Project Management for Engineers & Managers</i>	Prepare	Survey	Generic	PSG-15
<i>Successful Project Management</i>	Prepare	Survey	Generic	PSG-16
<i>Design Project Management in Professional Practice</i>	Prepare	Survey	Generic	PSG-17
<i>Project Management for the 90's</i>	Prepare	Survey	Generic	PSG-18
<i>Using a Project Management Methodology</i>	Prepare	Survey	Generic	PSG-19
<i>Basic Project Management</i>	Prepare	Survey	Generic	PSG-20
<i>Modern Methods for Managing Multiple Small Projects</i>	Prepare	Survey	Generic	PSG-21
<i>Project Management for Engineers</i>	Prepare	Survey	Generic	PSG-22
<i>Civil Works Program Development and Execution (PROSPECT 010)</i>	Prepare	Process	Civ Wks	PPC-01
<i>Project Management--Civil Works (PROSPECT 353)</i>	Prepare	Process	Civ Wks	PPC-02
<i>Civil Works Planning Program Management (PROSPECT 066)</i>	Prepare	Process	Civ Wks	PPC-03
<i>Project Management--Environmental Restoration (PROSPECT 260)</i>	Prepare	Process	HTRW/En	PPH-01
<i>Implementation of Hazardous & Toxic Waste Laws (PROSPECT 356)</i>	Prepare	Process	HTRW/En	PPH-02
<i>Project Management--Military Programs (PROSPECT 088)</i>	Prepare	Process	Military	PPM-01
<i>Installation Support (PROSPECT 390)</i>	Prepare	Process	Military	PPM-02
<i>Interacting and Communicating with the Public (PROSPECT 190)</i>	Prepare	Focus	Communi	PFC-01
<i>Effective Writing Skills</i>	Prepare	Focus	Communi	PFC-02

INDEX: Categorical

TITLE	LEVEL	SCOPE	FOCUS	FILE
Effective Briefing Techniques	Prepare	Focus	Communi	PFC-03
Interpersonal Communication	Prepare	Focus	Communi	PFC-04
Basic Communication Skills	Prepare	Focus	Communi	PFC-05
Communications I: How to Manage Conflict	Prepare	Focus	Communi	PFC-06
Communications II: How to Connect with Others	Prepare	Focus	Communi	PFC-07
Communications III: Leading Project Team	Prepare	Focus	Communi	PFC-08
Human Resource Management I (PROSPECT 301)	Prepare	Focus	Leader	PFL-01
Human Resource Management II (PROSPECT 302)	Prepare	Focus	Leader	PFL-02
Human Resource Management III (PROSPECT 303)	Prepare	Focus	Leader	PFL-03
Human Resource Management IV (PROSPECT 304)	Prepare	Focus	Leader	PFL-04
Negotiating, Bargaining, & Dispute Resolution (PROSPECT 306)	Prepare	Focus	Leader	PFL-05
Leadership Communication Skills (PROSPECT 362)	Prepare	Focus	Leader	PFL-06
Leadership Education and Development (LEAD)	Prepare	Focus	Leader	PFL-07
Effective Leadership Seminar	Prepare	Focus	Leader	PFL-08
Techniques of Negotiating	Prepare	Focus	Leader	PFL-09
Leadership Assessment Program	Prepare	Focus	Leader	PFL-10
Managerial and Team-Building Skills for Project Managers	Prepare	Focus	Leader	PFL-11
Project Team Leadership	Prepare	Focus	Leader	PFL-12
Building an Effective Project Team	Prepare	Focus	Leader	PFL-13
Managers as Facilitators: Enabling Empowerment	Prepare	Focus	Leader	PFL-14

INDEX: Categorical

TITLE	LEVEL	SCOPE	FOCUS	FILE
Architect Engineer Contracting (PROSPECT 004)	Prepare	Focus	Manage	PFM-01
Network Analysis System (PROSPECT 080)	Prepare	Focus	Manage	PFM-02
Cost Estimating Basics (PROSPECT 181)	Prepare	Focus	Manage	PFM-03
Budget Training Course for Corps Employees (PROSPECT 254)	Prepare	Focus	Manage	PFM-04
AMPRS and PROMIS for Managers (PROSPECT 307)	Prepare	Focus	Manage	PFM-05
PCA/Finance Plan Development (PROSPECT 315)	Prepare	Focus	Manage	PFM-06
Construction Contract Administration (PROSPECT 366)	Prepare	Focus	Manage	PFM-07
Quality Service to the Public/Service Excellence	Prepare	Focus	Manage	PFM-08
Constructive Conflict Resolution	Prepare	Focus	Manage	PFM-09
Assertiveness Skills (For Supervisors & Managers)	Prepare	Focus	Manage	PFM-10
Making Meetings Work, Planning and Managing Meetings	Prepare	Focus	Manage	PFM-11
Project Management: Planning, Scheduling, & Control Techniques	Prepare	Focus	Manage	PFM-12
Strategic Project Planning	Prepare	Focus	Manage	PFM-13
Risk Analysis and Management	Prepare	Focus	Manage	PFM-14
Project Performance Management Systems	Prepare	Focus	Manage	PFM-15
Contracting & Procurement for Project Managers & Technical Personnel	Prepare	Focus	Manage	PFM-16
Project Scheduling Techniques	Prepare	Focus	Manage	PFM-17
Project Scheduling	Prepare	Focus	Manage	PFM-18

TITLE	LEVEL	SCOPE	FOCUS	FILE
<i>Earned Value Management Systems</i>	Prepare	Focus	Manage	PFM-19
<i>Budgeting Techniques for On-Time, On-Budget Project Performance</i>	Prepare	Focus	Manage	PFM-20
<i>Project Planning and Tracking</i>	Prepare	Focus	Manage	PFM-21
<i>Project Planning, Scheduling and Control</i>	Prepare	Focus	Manage	PFM-22
<i>The Art of Project Management</i>	Prepare	Focus	Manage	PFM-23
<i>Project Management: Beyond the Techniques</i>	Enhance	Survey	Generic	ESG-01
<i>Senior Project Management</i>	Enhance	Survey	Generic	ESG-02
<i>Advanced Project Management</i>	Enhance	Survey	Generic	ESG-03
<i>Project Management Institute Regional Seminars</i>	Enhance	Survey	Generic	ESG-04
<i>Project Management Forum: Real Solutions for Project Success</i>	Enhance	Process	Generic	EPG-01
<i>Project Management Applications</i>	Enhance	Process	Generic	EPG-02
<i>Multi-Project Management</i>	Enhance	Process	Generic	EPG-03
<i>Executive Seminar in ADR Procedures (PROSPECT 384)</i>	Enhance	Focus	Leader	EFL-01
<i>Organizational Leadership for Executives (OLE)</i>	Enhance	Focus	Leader	EFL-02
<i>Management Assessment Program</i>	Enhance	Focus	Leader	EFL-03
<i>Management Development Seminar</i>	Enhance	Focus	Leader	EFL-04

INDEX OF PROJECT MANAGEMENT COURSES

Alphabetical

TITLE	LEVEL	SCOPE	FOCUS	FILE
<i>Advanced Project Management</i>	Enhance	Survey	Generic	ESG-03
<i>AMPRS and PROMIS for Managers (PROSPECT 307)</i>	Prepare	Focus	Manage	PFM-05
<i>Architect Engineer Contracting (PROSPECT 004)</i>	Prepare	Focus	Manage	PFM-01
<i>Assertiveness Skills (For Supervisors & Managers)</i>	Prepare	Focus	Manage	PFM-10
<i>Basic Communication Skills</i>	Prepare	Focus	Communi	PFC-05
<i>Basic Project Management</i>	Prepare	Survey	Generic	PSG-20
<i>Basic Project Management: Planning, Scheduling, & Control</i>	Prepare	Survey	Generic	PSG-06
<i>Budget Training Course for Corps Employees (PROSPECT 254)</i>	Prepare	Focus	Manage	PFM-04
<i>Budgeting Techniques for On-Time, On-Budget Project Performance</i>	Prepare	Focus	Manage	PFM-20
<i>Building an Effective Project Team</i>	Prepare	Focus	Leader	PFL-13
<i>Civil Works Orientation (PROSPECT 086)</i>	Introdu	Process	Civ Wks	IPC-01
<i>Civil Works Planning Program Management (PROSPECT 066)</i>	Prepare	Process	Civ Wks	PPC-03
<i>Civil Works Program Development and Execution (PROSPECT 010)</i>	Prepare	Process	Civ Wks	PPC-01
<i>Communications I: How to Manage Conflict</i>	Prepare	Focus	Communi	PFC-06
<i>Communications II: How to Connect with Others</i>	Prepare	Focus	Communi	PFC-07
<i>Communications III: Leading Project Team</i>	Prepare	Focus	Communi	PFC-08

INDEX: Alphabetical

TITLE	LEVEL	SCOPE	FOCUS	FILE
Construction Contract Administration (PROSPECT 366)	Prepare	Focus	Manage	PFM-07
Constructive Conflict Resolution	Prepare	Focus	Manage	PFM-09
Contracting & Procurement for Project Managers & Technical Personnel	Prepare	Focus	Manage	PFM-16
Cost Estimating Basics (PROSPECT 181)	Prepare	Focus	Manage	PFM-03
Design Project Management in Professional Practice	Prepare	Survey	Generic	PSG-17
Earned Value Management Systems	Prepare	Focus	Manage	PFM-19
Effective Briefing Techniques	Prepare	Focus	Communi	PFC-03
Effective Leadership Seminar	Prepare	Focus	Leader	PFL-08
Effective Project Management	Prepare	Survey	Generic	PSG-11
Effective Skills for Technical Managers	Prepare	Survey	Generic	PSG-14
Effective Writing Skills	Prepare	Focus	Communi	PFC-02
Executive Seminar in ADR Procedures (PROSPECT 384)	Enhance	Focus	Leader	EFL-01
Hazardous/Toxic/Radioactive Waste (PROSPECT 350)	Introdu	Process	HTRW/En	IPH-01
Human Resource Management I (PROSPECT 301)	Prepare	Focus	Leader	PFL-01
Human Resource Management II (PROSPECT 302)	Prepare	Focus	Leader	PFL-02
Human Resource Management III (PROSPECT 303)	Prepare	Focus	Leader	PFL-03
Human Resource Management IV (PROSPECT 304)	Prepare	Focus	Leader	PFL-04
Implementation of Hazardous & Toxic Waste Laws (PROSPECT 356)	Prepare	Process	HTRW/En	PPH-02
Installation Support (PROSPECT 390)	Prepare	Process	Military	PPM-02

INDEX: Alphabetical

TITLE	LEVEL	SCOPE	FOCUS	FILE
<i>Interacting and Communicating with the public (PROSPECT 190)</i>	Prepare	Focus	Communi	PFC-01
<i>Intern Leadership Development Course</i>	Introdu	Focus	Leader	IFL-01
<i>Interpersonal Communication</i>	Prepare	Focus	Communi	PFC-04
<i>Leadership Assessment Program</i>	Prepare	Focus	Leader	PFL-10
<i>Leadership Communication Skills (PROSPECT 362)</i>	Prepare	Focus	Leader	PFL-06
<i>Leadership Education and Development (LEAD)</i>	Prepare	Focus	Leader	PFL-07
<i>Making Meetings Work, Planning and Managing Meetings</i>	Prepare	Focus	Manage	PFM-11
<i>Management Assessment Program</i>	Enhance	Focus	Leader	EFL-03
<i>Management Development Seminar</i>	Enhance	Focus	Leader	EFL-04
<i>Managerial and Team-Building Skills for Project Managers</i>	Prepare	Focus	Leader	PFL-11
<i>Managers as Facilitators: Enabling Empowerment</i>	Prepare	Focus	Leader	PFL-14
<i>Modern Methods for Managing Multiple Small Projects</i>	Prepare	Survey	Generic	PSG-21
<i>Multi-Project Management</i>	Enhance	Process	Generic	EPG-03
<i>Negotiating, Bargaining & Dispute Resolution (PROSPECT 306)</i>	Prepare	Focus	Leader	PFL-05
<i>Network Analysis System (PROSPECT 080)</i>	Prepare	Focus	Manage	PFM-02
<i>Organizational Leadership for Executives (OLE)</i>	Enhance	Focus	Leader	EFL-02
<i>PCA/Finance Plan Development (PROSPECT 315)</i>	Prepare	Focus	Manage	PFM-06
<i>Program Management</i>	Prepare	Survey	Generic	PSG-09
<i>Project Leadership</i>	Prepare	Survey	Generic	PSG-03

INDEX: Alphabetical

TITLE	LEVEL	SCOPE	FOCUS	FILE
<i>Project Management</i>	Prepare	Survey	Generic	PSG-08
<i>Project Management (PROSPECT 355)</i>	Introdu	Survey	Generic	ISG-03
<i>Project Management Applications</i>	Enhance	Process	Generic	EPG-02
<i>Project Management: Beyond the Techniques</i>	Enhance	Survey	Generic	ESG-01
<i>Project Management: Civil Works (PROSPECT 353)</i>	Prepare	Process	Civ Wks	PPC-02
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<i>Project Management Exportable: 1 (PROSPECT 762)</i>	Introdu	Survey	Generic	ISG-01
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